

U.S. DEPARTMENT OF STATE

STATE

MAGAZINE

THE EVIL DESIGN

DEPARTMENT BATTLES WORLD SLAVERY

JANUARY 2008 >>>

10

Department Inner-View

Q&A with Director General Harry K. Thomas.

16

Post of the Month: Cotonou

Friendly Beauty.

22

Plumbing the Depths

Icebreaker maps U.S. continental shelf

FEATURES

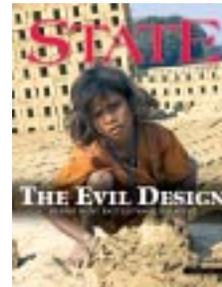
- 8** Reserves of Expertise
POLAD Reserve Corps assists military operations overseas.

- 14** Answering the Call
Local staff at posts worldwide come to Baghdad.

- 24** Need to Know
Streamlined clearance process pays off.

- 28** Soothsayers' 60th
Intel bureau uses anniversary for new vision.

- 30** Office of the Month: G/TIP
Department office fights trafficking in persons.



ON THE COVER

This nine-year-old girl makes bricks all day, seven days a week. She and her family were sold to the owner of a brick-making factory.
Photograph by Kay Chernush

COLUMNS

- 2** Direct from the DG
- 3** In the News
- 35** State of the Arts
- 36** Safety Scene
- 38** Appointments
- 38** Retirements
- 39** Obituaries
- 40** The Last Word

30



More Civil Service Opportunities in 2008

I would like to wish all of you a happy, healthy and productive new year.

This month, I would like to salute the Civil Service employees at the Department and the work they are doing to help us advance our diplomatic goals. The Civil Service is the backbone of our work in Washington, providing expertise and continuity on issues from the intricacies of arms control to financial planning. In addition, more than 200 Department Civil Service employees are currently serving at posts around the world, and they are doing the same job that Foreign Service officers do on a daily basis. When I was in Bangladesh, for example, our public affairs officer was a Civil Service employee. He provided a daily message on what America was trying to do, distributed scholarships to Muslim children, worked in madrassas, reached out to universities and was very well received.

Our Civil Service colleagues have important skills that we must take advantage of now and in the future. We are committed to developing the skills of this important segment of our workforce. To that end, we are organizing the 2008 Mid-Level Civil Service Rotational Program to give CS employees a broader understanding of the Department's mission, and in 2008, we will work to find even more ways to give them opportunities for development at all levels.

I encourage all Civil Service employees to consider participating in our growing array of mentoring options, particularly

situational mentoring. Because I have both been mentored and served as a mentor, I recognize the importance of this activity. When I mentored a CS employee, I learned as much from him as



he learned from me.

Some of you may be aware of the Department's partnership with the Navy Bureau of Medicine and Surgery—Masters in Business Administration program with Webster University on Navy Hill. This fall, two additional graduate degree programs were introduced: International Relations and Health Administration. The programs

are open to all employees and family members.

In 2008, we will be rolling out a new pilot program for Civil Service employees called Civil Service Employee Development Opportunity that should offer interesting short-term cross-training experiences. The concept was originally developed by the Environmental Protection Agency and has been successfully implemented by NASA. It has been recognized as a best practice by the Council for Excellence in Government.

CSEDO is a Web-based program enabling managers and supervisors to advertise special project opportunities open to all employees. Projects are one-time-only efforts of short-term duration with specific objectives and start and end dates. The opportunities will be posted by the host bureau to an internal Web-based community site, and interested volunteers may apply online after supervisory approval.

In these challenging times, we must be committed to an environment in which all members of the Department community are encouraged to pursue developmental opportunities. Such an environment is critical to keeping talented employees in the Department and to developing the skills they need to contribute their full measure to fulfilling the Department's mission.

We welcome your suggestions via unclassified e-mail at "DG Direct." ■

"Our Civil Service colleagues have important skills that we must take advantage of now and in the future."

NEWS



The U.S. Embassy in Rangoon is the 50th diplomatic facility completed by OBO since 2001.

Fifty and Counting

Burma Embassy Marks Milestone for Bureau of Overseas Buildings Operations

In September, the Bureau of Overseas Buildings Operations completed its 50th new facility in six years, the new U.S. Embassy in Rangoon, Burma. Since then, three more new facilities have been completed, including in Algiers, Algeria, and a new embassy compound and annex in Managua, Nicaragua. Since 2001,

under the leadership of its director and chief operating officer, retired General Charles E. Williams, OBO has conducted an accelerated program to replace and reinforce Department facilities. Prior to the start of the program, an independent task force found the majority of overseas facilities were insecure and antiquated

beyond repair.

“The critical need is to move our diplomatic personnel out of harm’s way,” said General Williams. “We reorganized from the ground up to fast-track the delivery of new facilities that today are instrumental in Secretary Rice’s Transformational Diplomacy goals.”

Former Ambassadors Visit Canada

The Council of American Ambassadors sent 14 former U.S. ambassadors on a mission to Ottawa, Canada, in October. The delegation met with Canadian government and civic leaders, business persons and students at three universities to learn more about the situation in Canada and planned to report its findings to the White House and State Department.

The ambassadors who participated and their former postings were Keith L. Brown (Denmark, Lesotho), Charles E. Cobb, Jr. (Iceland), Sue McCourt Cobb (Jamaica), Richard M. Fairbanks III (at-large), Bruce S. Gelb (Belgium and director of the U.S. Information Agency), Jay Niemczyk (Czechoslovakia), Ogden Reid (Israel), Arthur Schechter (Bahamas), Michael G. Sotirhos (Greece, Jamaica), Robert D. Stuart, Jr. (Norway), Timothy L. Towell (Paraguay) and Leon J. Weil (Nepal).

“The students showed their depth and breadth of knowledge in the questions asked,” said Ambassador Towell. “None of the questions really attacked U.S. foreign policy; rather, they questioned how we expected a particular issue to evolve.”

Canadian officials gave their views on the U.S.-Canadian relationship and how to enhance it. Americans and Canadians now must carry a passport when traveling to the other country by air,



Members of the delegation gather to discuss their findings.

and will have to do so for land travel after the summer of 2008. The delegation and Stockwell Day, Canada’s minister of public safety and emergency preparedness, discussed the Canadian government’s proposal to delay implementation of the passport requirement at land-border crossings to avoid disruptions to trade that could slow the Canadian and American economies.

“I understand both sides of the issue,” said Ambassador Schechter. “We must be mindful not to impede this important trade relationship while implementing measures that protect our national security.”

The Council of American Ambassadors is a nonprofit, nonpartisan association that educates the public on policy issues through fact-finding missions, conferences on international issues and a biannual journal.

Foundation Offers Scholarships for Foreign Service Children

Scholarships and fellowships are available for the 2008–2009 academic year for children and grandchildren of Foreign Service officers, active or retired, to study at The Hotchkiss School and Yale University. These awards, which have a March 14 application deadline, are sponsored by the Diplomatic and Consular Officers, Retired, Bacon House Foundation and made possible by a bequest from Ambassador Louis G. Dreyfus, Jr.

Hotchkiss will select one qualified enrolled student for a \$5,000 scholarship. Applicants should contact the Director of Financial Aid, The Hotchkiss School, Lakeville, CT 06039-0800, providing evidence of a parent’s or grandparent’s Foreign Service status.

Awards to Yale students are based on merit and will be made by the foundation in consultation with Yale. Award applications are to be filed at the time of application for admission, and awards are contingent on the

student’s admission to Yale or remaining in good standing. Undergraduates may receive up to \$5,000. There is no restriction as to the field of study, but if there are many applicants, students pursuing master’s degrees in foreign affairs–related fields receive preference.

To apply, students should send a copy of the parent’s or grandparent’s most recent Foreign Service appointment or promotion document, a brief letter of interest with full

contact information, resumé, most recent transcript and one-page statement of academic goals, work experience, awards and nonacademic achievements to DACOR Bacon House Foundation, Attn: William C. Hamilton, 1801 F Street NW, Washington, DC 20006. Applicants for graduate fellowships should include a page outlining career goals. More information is available from Kasia Helbin-Travis at (202) 682-0500, ext. 17, or prog.coord@dacorbacon.org.





Colonel Yori Escalante cuts the Marines' birthday cake as Department Counselor Eliot Cohen looks on.

DEPARTMENT CELEBRATES MARINE CORPS' BIRTHDAY

Recognizing the 1,500 Marines who guard U.S. embassies worldwide and the 150 active-duty, retired, reserve and former Marines who work in the State Department, the Department celebrated the Marine Corps' 232nd birthday in November with a cake—cut by a sword—and a speech by Eliot Cohen, a senior Department official.

Cohen said he had been in Iraq's Anbar Province two weeks earlier, where the work of Marines has helped make "Anbar as close to peaceful as Iraq can get." Cohen holds the title of counselor to the Department

and is the Robert E. Osgood Professor of Strategic Studies at Johns Hopkins University's School of Advanced International Studies.

Referring to Marine successes and the 58-year history of embassy Marine security guards, Cohen said, "We are deeply, deeply grateful to you."

The event was organized and funded by State Department employees affiliated with the Marine Corps, led by Marine Colonel Yori Escalante, deputy director for programs in the Bureau of Political-

Military Affairs' Office of Weapons Removal and Abatement.

The ceremony included the reading of birthday messages from the Marine commandant and, in Marine tradition, the 13th commandant, World War I hero Major General John Lejeune. American and Marine Corps flags were provided by the Marine Corps Embassy Security Group from Quantico, Va., and music was provided by a brass quintet of the President's Own, the United States Marine Corps Band, from Washington, D.C.



State Stair-Climbers Aid Cancer Research

In November, four Department employees participated in the 6th annual "Go Vertical Chicago" stair-climb at the Sears Tower, the longest indoor vertical stair-climb in the world—103 stories and 2,109 steps. They raised \$6,000 for the Damon Runyon Cancer Research Foundation. They are, from left, Miranda Longstreth of the Office of Management, and Shari Wagner, Maribel Pulido and A.J. De Lucia of the Bureau of Information Resource Management.

Assistive Technology Center Opens In Main State

Director General Harry K. Thomas cut the ribbon in October for a facility in Main State that offers employees with disabilities a place to try the assistive technologies that help them overcome limitations in deskbound jobs. The equipment includes computer keyboards that have keys printed in Braille or that fit the user's hands more ergonomically.

The Reasonable Accommodations Center in the Foggy Bottom area "is going to be good," said visitor Alison Burke, a council member of the Disability Action Group, an organization of State Department employees. Burke said she already has a computer that converts text into speech.

At the center's inauguration, vendors displayed assistive equipment, including a device the size of a digital camera that takes pictures of pages of text and converts the text to spoken words. The camera costs \$1,995, and its software is \$1,000, under General Service Administration-schedule pricing.



Employees Recognized for Formation Of Foreign Assistance Office

In November, Henrietta H. Fore, director of U.S. Foreign Assistance and administrator of the U.S. Agency for International Development, hosted a reception and awards ceremony for State Department and USAID employees who were integral to the launch of the Office of the Director of U.S. Foreign Assistance. More than 100 employees received an Interagency Special Act Award and Certificate of Appreciation for their involvement. The office was established in April 2006 as the umbrella organization for leading the rationalization, consolidation and coordination of government-wide foreign assistance policy, planning and budgeting.

Senior Diplomats Emphasize Technology, Broad Approaches

A panel of six senior diplomats—Under Secretary Nicholas Burns and five of his predecessors as under secretary of state for political affairs—advised Foreign Service officers in October to prepare for a world requiring multilateral, multiagency and multidisciplinary approaches and wider use of information technology. They spoke in the Marshall Auditorium to a group of 250 Foreign Service officers.

On national security "you're part of a bigger process, one that has considerable breadth" beyond the State Department, advised Robert Kimmitt, now the deputy secretary of Treasury. He spoke with his colleagues on a panel chaired by current Under Secretary Burns.

Arnold Kanter, under secretary from 1991 to 1993, noted the "huge military" aspect and economic and environmental components of national security, but said the necessary multiagency approach is challenged because the power of governments has been diminished by "non-state actors," such as terrorists having

no national affiliation.

Ambassador Thomas R. Pickering also called for integration, for instance, between the efforts of the Department and U.S. Agency for International Development. A former ambassador to Russia and Israel, Pickering cautioned against permitting the Middle East to be the sole focus of U.S. diplomacy, saying the United States must make partners of Russia and rising powers China and India. He also noted the importance of information technology, and especially a future secure BlackBerry handheld e-mail device, which he said will let FSOs work in the field but easily communicate with their ambassadors.

Taking that idea a step further, Marc Grossman, who was also once director general of the Foreign Service, suggested FSOs be given a BlackBerry on graduating from their A-100 course at the Foreign Service Institute and "use it throughout their careers." He said the new *Embassy of the Future* report calls for the Department to increase its technology, training and

number of employees.

The number of Department employees is "not large enough to do the work the President and Congress want us to do," Burns agreed, arguing that the size of the Foreign and Civil Services and of USAID must be increased if the State Department is to meet the many increased responsibilities demanded by national leadership.

Speaking of what he termed the younger FSOs' facility with IT, Burns said they "have a huge amount to teach us about technology." He also urged young FSOs to offer their superiors ideas and feedback on policy and management issues.

Some things don't change, however. The seniormost member of the panel, David Newsome, who began his State Department service in 1947 and who was under secretary for President Carter, said the world regions he struggled with as a senior diplomat 25 years ago—the Middle East, Horn of Africa, Afghanistan, Cuba and the two Koreas—are roughly the same today.

BEFORE



AFTER



Diplotots Playground Reopens

These photos show the Diplotots Center's 11-year-old playground during and after its recent renovation, which was required to meet child care accreditation guidelines and address health and safety concerns. The playground, for children up to age five, was closed during the summer because of unanticipated permit and installation delays. Children began using it again in November. The project was funded by the Department and the General Services Administration.

STATE MAGAZINE

MAGAZINE STAFF

- Rob Wiley
Editor-in-Chief
- Ed Warner
Deputy Editor
- Bill Palmer
Writer/Editor
- David L. Johnston
Art Director

ADVISORY BOARD MEMBERS

- James A. Forbes
Executive Secretary
- Kelly Clements
- Annette R. Cocchiaro

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

CHANGE OF ADDRESS

Send changes of address to *State Magazine*, 2401 E Street, N.W., SA-1, Room H-236, Washington, DC 20522-0108. You may also e-mail address changes to statemagazine@state.gov.

SUBSCRIPTIONS

State Magazine is available by paid subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on the web at <http://bookstore.gpo.gov>.

SUBMISSIONS

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by e-mail at statemagazine@state.gov; download them from our Web site at www.state.gov; or send your request in writing to *State Magazine*, 2401 E Street, N.W., HR/ER/SMG, SA-1, Room H-236, Washington, DC 20522-0108.

The submission deadline for the March 2008 issue is January 15. The deadline for the April 2008 issue is February 15.

Reserves of Expertise

Sarah Wolf (seated left) participates in Small Boat Operations training with the Belize Coast Guard during her Reserve POLAD deployment.



To strengthen collaboration at the intersection of defense and diplomacy, in April 2007 the Department initiated the Foreign Policy Adviser Reserve Corps. Its aim is to establish a cadre of experienced Department of State officers—Foreign and Civil Service—available for short-term deployments to provide regional and functional expertise to U.S. military forces engaged in field training exercises and routine and crisis-response operations.

In the eight months since its creation, the POLAD Reserve Corps has grown to include approximately 90 volunteers. The Departments of State and Defense see the program as facilitating more effective collaboration and coordination.

Ideally, POLAD Reserve Corps members

have regional and functional expertise, and experience both in Washington and overseas. They provide timely, actionable foreign policy advice to military commanders and clarify information received from the country team and Washington. They also know the assets and capabilities of interagency partners, understand the context within which a significant military program or activity is taking place and offer the Department direct access to the military commander.

Shortly after the program's establishment, Reserve Corps member Sarah Wolf joined the High-Speed Vessel *Swift* in support of its mission as the prototype for the U.S. Navy's Global Fleet Station Initiative. Wolf, a Civil Service foreign affairs officer in the Bureau

of Political-Military Affairs' Office of Regional Security and Arms Transfers, became an integral part of the *Swift* team.

"I participated actively in command briefings, led discussions on Panama's domestic political scene, steered dialogue on U.S.-Panama relations and offered updates on regional political-military and security issues," she said. She added that her success depended greatly on coordination with the U.S. embassies in the Caribbean and Central America. Each country team visited by the *Swift* vessel contributed a Department employee who served as a "ship-rider," traveling with and assisting the vessel and crew.

Reserve Corps participant Jonathan Lalley, also a Civil Service foreign affairs officer, recently completed a 90-day tour

POLAD RESERVE CORPS ASSISTS MILITARY OPERATIONS OVERSEAS
BY BRIGADIER GENERAL LYN SHERLOCK

PHOTOGRAPHS: U.S. NAVY; (OPPOSITE PAGE TOP); CAPT. TOM PLACE



Above: Lt. Tim Anderson (left) and Jonathan Lalley (right) visit with Djiboutian children at a U.S. government-funded school project in Balbala, Djibouti, during Lalley's Reserve POLAD tour supporting the Combined Joint Task Force–Horn of Africa. **Below:** Lt. Commander Julie Hrdlicka (left) and Jonathan Lalley visit Obock, in Northern Djibouti, during Lalley's Reserve POLAD tour.

supporting the Combined Joint Task Force–Horn of Africa at Camp Lemonnier, Djibouti.

“Serving with our men and women in uniform gave me a better understanding of how the military operates and afforded me the opportunity to explain the importance of building enduring partnerships that challenge and inspire others,” he said.

At CJTF-HOA, Lalley assisted with the planning and operations of the command, and his insights and coordination with country team members across East Africa helped ensure the proper alignment of diplomatic and defense initiatives. He also worked with the CJTF-HOA strategic communications team to help communicate the task force's message to the local population.

In the past several months, POLAD Reserve Corps members from across the Department have taken advantage of a range of career-broadening training and development opportunities.

“We want Reserve POLADs to take advantage of program opportunities that fit their interests and availability—and help them hone

their knowledge, skills and abilities,” explained Major Ernesto Hernandez, one of the program's managers.

Several program participants recently benefited from training identified specifically for Reserve POLADs. Five participants from the Bureau of Political-Military Affairs, the Bureau of European and Eurasian Affairs and the U.S. embassies in Beirut and London attended the Joint Special Operations University's Interagency Collaboration Course. A corps member from the Bureau of South and Central Asian Affairs attended the 101st Airborne Division's pre-deployment exercise as the unit prepared to deploy in support of Operation Enduring Freedom. Participants from the Operations Center and the bureaus of Diplomatic Security and Consular Affairs attended the Joint Interagency Operations Planning Exercise hosted by the Joint Forces Staff College.

“For diplomats who'd like to test whether they are as comfortable in the back of a C-130 as they are in a pinstriped suit, the POLAD Reserve Corps is a perfect fit,” said Tim Sears, deputy director of PM's Office of International Security Operations. “It's a great chance to get into the field and to gain foreign policy experience you just can't gain from behind a desk.”

The POLAD Reserve Corps welcomes participation by full-time foreign affairs officers and Foreign Service officers who are available for temporary-duty assignments worldwide ranging from a few weeks to several months. Candidates must obtain supervisory approval prior to deployment. Interested volunteers may register online at <http://t.state.gov/t/pma/prc/db/signin.cfm>. For more information on the POLAD Reserve Corps, call (202) 736-7079, e-mail POLADReserve@state.gov or find “PM POLAD Reserve” in the Global Address List. ■



The author, an Air Force officer on detail assignment as the senior military representative to the Department, is the director of PM's Office of International Security Operations.



PHOTOGRAPH: DAVID L. JOHNSON



Q & A

WITH DIRECTOR GENERAL HARRY K. THOMAS

Ambassador Harry K. Thomas, confirmed as the Department's director general of the Foreign Service and director of Human Resources in September, looks out on a different world from his sixth floor office than the one he saw in 1984 when he joined the Foreign Service.

This new, modern and often dangerous world has 22 diplomatic posts with unaccompanied tours, including Afghanistan and Iraq. This world is wired for instantaneous communications from all points, with expectations of equally rapid responses. U.S. diplomacy and diplomats in this world face transformation from traditional centers of power and concern to more volatile and often less understood regions.

According to many, the Department faces this new world and its challenges with a stressed and understaffed work force. As the Department's personnel leader for Foreign and Civil Service and Locally Employed Staff, Ambassador Thomas assumes direct responsibility for

solving many of those challenges and for creating a positive atmosphere for recruiting, developing and nurturing the Department's future professionals.

Ambassador Thomas prepared for this huge challenge during his 23 years in the Foreign Service by practicing diplomacy in many different parts of the world and in several positions within the Department's administrative nerve centers. He served posts from India to Zimbabwe, Peru to Nigeria. He has been a senior watch officer, deputy director and director of the vital Operations Center, and spent time in the White House as director for South Asia at the National Security Council.

Immediately before assuming his current duties, Ambassador Thomas was special assistant to the Secretary and the executive secretary of the Department.

Ambassador Thomas shared with *State Magazine* editors his vision of the current and future world for the Department work family.

SM: You have been in this job about two

months now. How's it going?

Director General Thomas: It's going great. I'm excited about all the things we are doing. It's really important to note that, while I am the director of the Foreign Service, I am also the director of Human Resources. I am responsible for all of our employees—eligible family members, Civil Service, Foreign Service officers, specialists and families, everybody who is in our State Department family. I take that very seriously.

I'm excited about the things we're trying to do to assist them. We already do many things to help families through the Family Liaison Office. I would encourage people to visit FLO or contact them. We have an unaccompanied tour officer to assist employees on unaccompanied tours and their family members. We do have a program to help spouses get jobs, but we also offer much more, including emotional support. For instance, through FLO's contract with MHN (formerly Managed Health Network), which is presently funded

by the Cox Foundation, we provide a 24/7 toll-free number and counseling sessions for family members of employees serving at any of the unaccompanied posts. We provide up to three sessions per family member per presenting issue, wherever they live.

We're also working with Diplomatic Security to design a new retirement badge to allow retirees to enter the Department in a dignified manner. Ruben Torres, director of the Human Resources Executive Office, and Information Resource Management are working together on using electronic technology that will make it easier to hire and transfer employees from post to post in a streamlined manner. We're looking at ways to help our Locally Employed staff after they've retired.

SM: How do spouses of returning FSOs receive support? Does the Department actually reach out to them or do they have to reach out to you?

Director General Thomas: FLO reaches out to spouses, especially in the Washington area, through e-mail, telephone and other means. We want to increase our face-to-face contact with spouses who are not in the Washington area, and clearly we should take a fresh look at that. In the meantime, many of our services for those outside the area are available online.

SM: How did your experience as ambassador to Bangladesh and as the Department's executive secretary prepare you for this job?

Director General Thomas: In both positions, I had to deal with a wide variety of people, not just a segment of a mission or a

segment of the Department. I dealt with people of all skills, talents and motivations and I learned how to get the best out of each person. I believe that each person has something to contribute, and the challenge is finding a way to motivate that person to do his or her best.

“I am very proud and pleased that we have staffed Iraq with volunteers. I salute these men and women.”

segment of the Department. I dealt with people of all skills, talents and motivations and I learned how to get the best out of each person. I believe that each person has something to contribute, and the challenge is finding a way to motivate that person to do his or her best.

As ambassador and as executive secretary, I spent a lot of time on personnel issues. I worked to convince those who felt their jobs were not valuable that, in fact, they could provide crucial service to the Department.

SM: How have you seen the Department change over the years?

Director General Thomas: I'm excited

about the Foreign Service, particularly because we now draw people from all 50 states. While there is no one definition of diversity, the fact that we have people from the 50 states in the Foreign Service shows that we don't care where you went to school or where you came from. We care that you pass the exam and have a passion for learning and people.

I want to see these changes reflected in our Civil Service hiring as well. I'm very proud that we have the largest cohort of Presidential Management Fellows, and that through Deputy Assistant Secretary Linda Tagliatalata and others we implemented the Career Entry program for people straight out of college.

But our several thousand other Civil Service personnel are also equally talented. We need to provide them opportunities for training and education that will allow them to do their jobs better.

SM: How has technology changed the Department?

Director General Thomas: Let me respond with a story: At my first post, we acquired a Wang computer. Most of us were contemptuous of computers then. In 1984, we felt we didn't need them.

How our lives have changed. We now have BlackBerrys and keyfobs, and I think we need to take better advantage of technological advancements. Rather than tying Foreign Service control officers to the physical embassy as they arrange the schedules and travel with high-level visitors, they should be able to work from where they are, perhaps even from home, if

they have a keyfob or BlackBerry—saving valuable time.

At the same time, some of the old ways weren't so bad. Dean Acheson didn't need a BlackBerry to work with General Marshall on the Marshall Plan, for example. So, while we have to take advantage of this wonderful technology, we also need to step back to look and reflect before we act.

SM: What are your goals for the Bureau and the Department?

Director General Thomas: I want to expand our recruitment pool. I am hopeful that our new Foreign Service selection process will help us recruit a more diverse

Foreign Service. It will certainly help us to better assess the “total candidate,” taking a comprehensive look at all the knowledge, skills and abilities that a candidate could bring to the Foreign Service. We particularly are interested in competitive candidates who already have skills in critical languages.

Secretary Rice has asked for additional positions because we don't have sufficient people to staff our embassies and we don't have enough people to support them. Secretary Powell started a great training program, and Secretary Rice has taken it further with an emphasis on languages. We need a larger training complement to improve management skills and language-training programs so we can better engage the populace overseas. We want a Foreign Service where everybody can become proficient in languages and take all mandatory training courses, particularly those required by their respective Career Development Program, but we need more people to ensure the necessary training complement.

As for our more than 200 Civil Service personnel serving overseas, we need to take better advantage of their skills when they come back. I don't want to lose them to other government agencies. I want to increase opportunities for office management specialists.

SM: You mentioned pilot programs. The Mid-Level Civil Service Rotational Program seems to be going well.

Director General Thomas: It is working very well. We are also working on a Senior Executive Service Preparation Program to prepare Civil Service employees for the Senior Executive Service. These are excellent opportunities to grow skills and, as such, we encourage supervisors to allow their people to enter these programs and ensure that their jobs will still be there.

The Senior Executive Service Career Development Program is another program designed to prepare people to enter the Senior Executive Service. I think, once more people in the Civil Service see these programs and the benefits to their colleagues, more will take advantage of them.

SM: What kinds of challenges are you facing?

Director General Thomas: The greatest challenge is resources. The Secretary has asked Congress for additional resources, and we hope Congress responds favorably. Secretary Rice convinced the President to send pay modernization (now called compensation reform) legislation to the Hill. She and others worked this issue very



hard last year and came close to having Congress enact it. They've been working it again this year, and although the budget climate is increasingly difficult, she will continue to press for it, as will I.

I am appalled that FSOs who go overseas lose 18.6 percent of their pay, which, unfortunately, resonates into the future through Thrift Savings Plan contributions. FSOs need retirement benefits that are credible and robust. This is a fairness issue.

SM: What are your views on the pending baby boom retirement surge? What can you tell us about recruiting efforts, in light of the Department's overall needs?

Director General Thomas: Fifty percent of the Foreign Service has less than seven years' experience, and roughly one-third of our Civil Service employees will be eligible to retire within the next five years. To fill Civil Service jobs, we have recruiters in Washington who go to colleges and employment fairs. We recruit people from a wide variety of areas, and we will continue to do that. We're looking at people who think of public service, and we're competing against other government agencies. Again, that is a challenge.

The good news is that the attrition rate for the Foreign Service is only 4 percent, the lowest of any government agency. People must love this life and these opportunities and challenges, because Foreign Service personnel do not want to leave. For Foreign Service recruitment, we have a new exam and 17 diplomats in residence at many

institutions. Last year, *BusinessWeek* rated the Department just behind Disney and Google as the Most Desirable Undergraduate Employer.

For many people coming to the Department, money isn't the primary motivator. That's why education and training are so important, to show employees there is opportunity in the Department and that opportunity continues once they start working here.

SM: What steps is the Department taking toward remaining family-friendly?

Director General Thomas: Let me give you an example. I recently went to a pizza party for spouses of those serving in Iraq and Afghanistan. Their greatest concern was what we could do to help their husbands after they came home. FLO and MED have put together programs to help families after the employees return from an unaccompanied post.

Another example is how I recently gave a medal of recognition to a young woman whose mom was posted in Iraq. We need to recognize that these children are also affected when their moms or dads are stationed overseas. We need to do whatever we can to make it easier for them in high school, help them with college applications and so on.

I think we are becoming more family-friendly every day. The options that family members have today are far different than they were when I joined the Foreign Service in 1984. We want to be as family-friendly as

Fortune 500 companies are, and to do that, we are going to need more resources. But I want to hear from all parts of the Department, and I plan to travel monthly and will continue to attend coffee klatches and pizza parties with spouses, and have brown-bag lunches with employees from all of our bureaus.

SM: What final message would you like to give to employees?

Director General Thomas: I am very proud and pleased that we have staffed Iraq with volunteers. I salute these men and women. I am confident that we will staff all of our unaccompanied posts with volunteers. I will ask the entire State Department for assistance and ideas as we go forward to fill all of our positions in 2008 and beyond. I would like to thank employees for their hard work and service. Together, we are making a difference. Important work is being conducted at all posts. Without diminishing the importance of the work done by those who are not serving at our most difficult posts, I would like to thank those who have stepped forward to meet the Department's needs. I recognize that the decision may not be easy, and the service may not be easy, either. But, and I believe most who have served in these posts would agree, it has been worthwhile and rewarding.

These are exciting and challenging times. The Department has adapted to changing conditions before. I am confident that, with your help, we will successfully do so again. ■



Among the LES at the U.S. Embassy in Baghdad are, from left, Raymond Huwae, Rovve Mendoza, Khasan Mamutov, Liliya Shikhbadinova, DCM Patricia Butenis, Nargiza Ergasheva, Khusan Mamutov and Andrey Lyashenko.

Answering the Call

LOCAL STAFF AT POSTS WORLDWIDE COME TO BAGHDAD **BY REAGAN MILLER**

The U.S. Embassy in Baghdad employs Foreign Service officers, Civil Service employees, temporary direct-hires, military personnel, contractors, locally hired Iraqis and Locally Employed staff from posts worldwide. The contributions of the temporary duty LES are crucial to the embassy's smooth operation and many key programs.

Between May 2006 and December 2007, more than 45 TDY LES from 40 embassies volunteered to serve in Baghdad for three- to six-month tours. The positions they fill would normally be staffed by Iraqi LES, but Iraqis are endangered by their association with the U.S. government.

Filling a Gap

TDY LES fill this gap and face numerous challenges. For instance, many LES have spent years advocating U.S. foreign policy at home. Now they find themselves explaining to a sometimes skeptical audience their decision to work in Iraq.

Katalin Biro came to Baghdad in June 2007 from the U.S. Embassy in Budapest, Hungary, where she has worked in the information resource center for 17 years. She left behind a husband and two children who, she said, at first thought she was making a mistake. But after visiting her family and sharing stories and pictures from her experience in Iraq, she changed their minds.

"I think they are now proud of me," she said.

Another volunteer, Nargiza Ergasheva, came from the immigrant visa unit at the U.S. Embassy in Tashkent, Uzbekistan. When a cable calling for consular volunteers was released in April, Ergasheva saw a challenge.

"I wanted to learn how to develop my self-confidence under these special circumstances," she said.

Biro also saw her tour as a chance to develop her personal strength in difficult situations.

She told herself: "I am 45 years old; let me see how I can manage my everyday life in a war zone," she said.

Biro works in the cultural affairs section with the International Visitors Program, where she helps facilitate educational exchange programs for Iraqis. During these trips, Iraqi citizens from various professions are able to spend three weeks in the United States shadowing an American in the same line of work, gaining experience to bring back to their jobs.

Seeking Change

Other volunteers came to Baghdad hoping to effectuate change. Svetlana Breca of Kosovo was in Washington, D.C., on September 11, 2001, and saw a city gripped by fear, she said.

“The town was empty, Metro had stopped running, it was horrible,” she recalled.

“Terrorism doesn’t just threaten the United States,” she continued. “I wanted to come here and help build democracy in Iraq, and help fight the war against terrorism.” Breca works as the Webmaster of the embassy’s Web site.

Lasse Lukka has worked at the U.S. Embassy in Helsinki since December 2001. Thankful for his job in the office of information resource management, Lukka thought it was time to return the favor.

He came to Baghdad “to give something back,” he said.

Two years and three applications later, Lukka arrived in Baghdad for a six-month on the Information Systems Center’s help desk. He will return to Helsinki with an important addition to his resumé: The U.S. Embassy in Baghdad’s network is 10 times the size of that at his home post.

Just like everyone else, TDY LES have concerns about personal safety in Iraq.

“I had my concerns about the environment,” said Mustafa Mustafa, a U.S. Embassy in Amman employee who specializes in economics. “It does have its challenges, but it’s not impossible to live here. There are sacrifices, but I think it’s worthwhile.”

The community that has developed from employees’ spending 10 to 12 hours a day together has become a valuable support system for the LES. Linh Chi Nguyen of Ho Chi Minh City said she was warned about spare living conditions and the risk of attacks before she came to Baghdad, but was pleasantly surprised when she arrived.

“Everything turned out great—way better than I expected,” she said. “Everyone here is in the same difficult situation, and we all take good care of each other.”

Nguyen, like many other TDY LES, has extended her tour from six to 12 months and even said she would come back to Baghdad again.



Visiting with Ambassador Ryan Crocker, center, are Khasan Mamutov, at left, and Khusan Mamutov.

Wonderful Experience

Antonio Saetta, an Italian who has worked at the U.S. Consulate in Naples for 27 years, describes the embassy in Baghdad as a big family.

“It is a wonderful experience, and I am so thankful I had the opportunity to work here,” said Saetta, who recently finished a six-month tour in the Financial Management Office as a cashier, voucher-examiner and accountant.

Khasan and Khusan Mamutov, twin brothers from Tashkent who are serving as motor pool drivers, said there are many opportunities and benefits at Embassy Baghdad.

“There are a lot of fun activities here,” one brother said. “I go to the gym every day, sing most weeks at Karaoke night, and we are even starting to take swing dance lessons.”

The Mamutov brothers have both extended their six-month tours to 12 months.

All of the TDY LES came to Baghdad for their own reasons and brought experience in their fields, which has been an asset to the embassy. For instance, Nguyen had worked at the U.S. Consulate in Ho Chi Minh City since its opening in 1999. Her experience setting up the nonimmigrant visa unit there was invaluable in launching Embassy Baghdad’s consular section.

Mustafa’s experience as an Arabic-speaking TDY LES in the embassy’s economics section was also helpful. A Jordanian, Mustafa said he believes his country’s proximity to Iraq, the common language and the sheer number of Iraqis in Jordan allow him to better understand the situation in Iraq.

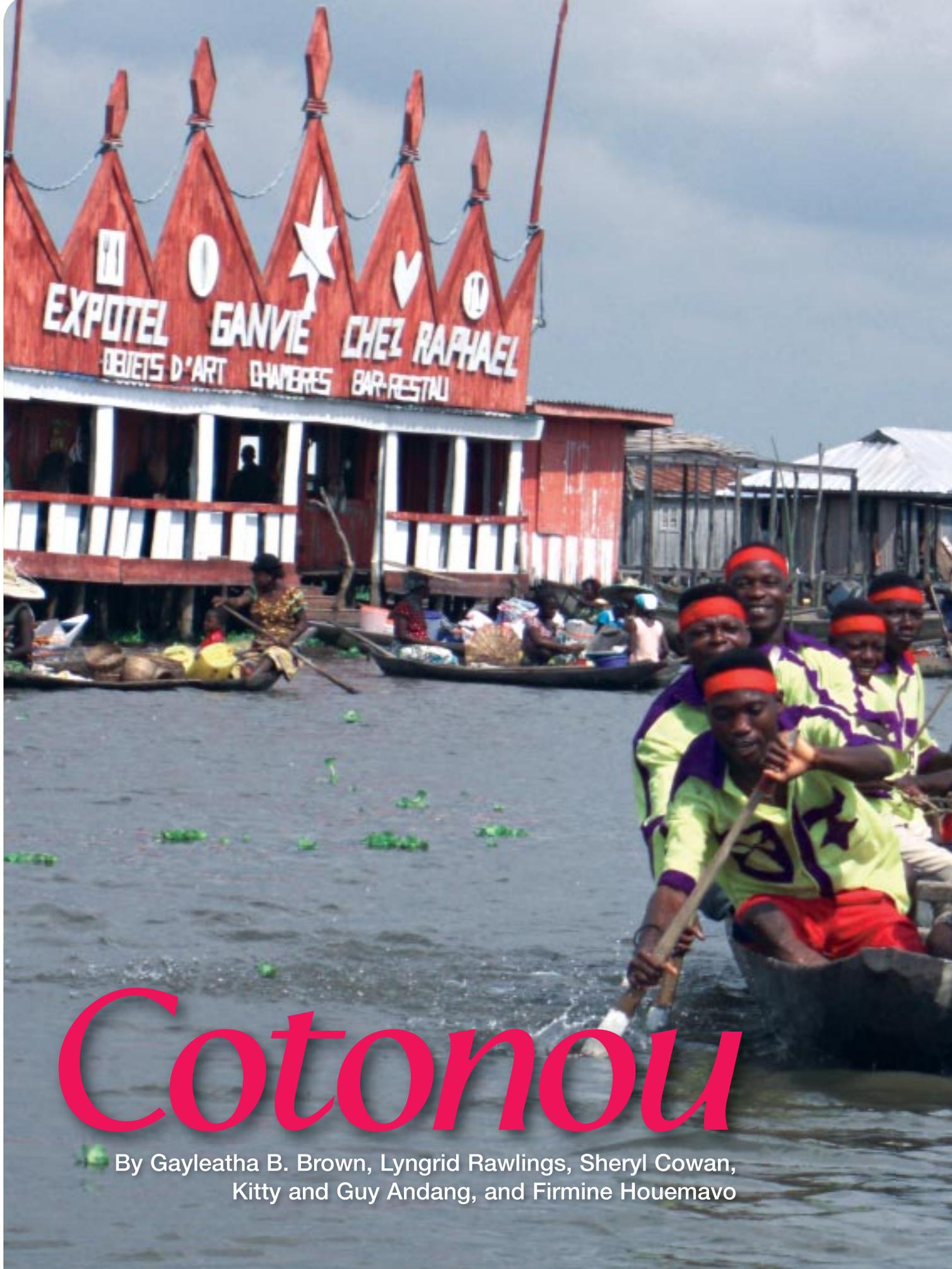
“My five years of experience at Embassy Amman gave me an understanding of the American culture and system, and I feel that I am able to bridge the American and Iraqi sides at meetings,” he said.

The challenges TDY LES face in Baghdad are unlike any others, but many have found their experiences fulfilling and have high hopes for their tours.

“It’s an exciting time in Iraq,” Mustafa said. “The economy is just starting to open up. I hope in 10 to 20 years I can look at Iraq and say, ‘I contributed to that.’” ■

The author is a press officer at the U.S. Embassy in Baghdad.





Cotonou

By Gayleatha B. Brown, Lyngrid Rawlings, Sheryl Cowan,
Kitty and Guy Andang, and Firmine Houemavo



Sea Dancers of Ganvie Village on Stilts furiously row their vessel on Lake Ganvie.
Photo by Martina Boustani.

POST OF THE MONTH>>>

Cotonou



COUNTRY>>> Benin

CAPITAL>>> Porto-Novo (official capital; seat of government is Cotonou)

TOTAL AREA>>> 112,620 square kilometers

APPROXIMATE SIZE>>> Slightly smaller than Pennsylvania

GOVERNMENT>>> Republic

INDEPENDENCE>>> August 1, 1960 (from France)

POPULATION>>> 8 million

LIFE EXPECTANCY AT BIRTH>>> 53 years

LANGUAGES>>> French (official), Fon, Yoruba and tribal languages

CURRENCY>>> Communauté Financière Africaine franc (XOF)

PER CAPITA INCOME>>> \$1,100

IMPORT PARTNERS>>> China (46.6 percent), France (7.5 percent) and Thailand (6 percent)

EXPORT COMMODITIES>>> Cotton, cashews and shea butter

EXPORT PARTNERS>>> China (20.9 percent), Indonesia (7.7 percent) and India (7 percent)

INTERNET COUNTRY CODE>>> .bj

Nestled on West Africa's Gulf of Benin between Nigeria and Togo on the east and west, respectively, and Sahelian countries to the north, the Republic of Benin is a developing country notable for its political stability and commitment to democracy. The United States has an excellent relationship with Benin, especially since Benin's 1991 shift to democracy from a military government.

Ganvie fishermen cast their net.



The small but productive U.S. Mission offers its staff great responsibility, particularly entry-level officers and Foreign Service specialists, and has promotion opportunities. Reflecting this, five members of the embassy team (four officers and the Ambassador's office management specialist) were promoted in 2007.

Working conditions are challenging, however. Most Beninese are farmers and suffer from illiteracy, lack of

safe water and medical care, erratic electricity and dependence on one crop—cotton—for revenue.

Orphanage Assisted

Despite the challenges, the embassy's 200 team members excel in and out of the office. For instance, General Services Officer Neill G. Krost won a prestigious Secretary of State Award in 2007 for outstanding

PHOTOGRAPHS: (ABOVE): MARTINA BOUSTANI;
(OPPOSITE PAGE TOP): KOFFIA. BENOT;
(BOTTOM): DORA HALL



Above: Prior to a speech to the National Assembly, Ambassador Brown, center, met with Simon-Pierre Adovelande, MCA-Benin national coordinator at left; and Mathurin C. Nago, the National Assembly's president. **Left:** Visitors to the Pendjari Game Park find themselves among amazing natural wonders. From left, Javier Araujo Sr., Erika Araujo, Javier Araujo Jr., Gabriela Araujo, Alfredo Araujo, Emmanuel Sika, Rosalind Sika and Dan Hall.



of a new dining/multipurpose room. He also developed a long-term business plan for the orphanage, created a Web site and raised \$20,000 to fund various improvement projects.

Friendly People

Benin's people are friendly, and the country is beautiful, offering good food and numerous attractive tourist possibilities. One of the most popular tourist attractions is the lake village of Ganvié—"the Venice of Africa." Built on stilts, it was established in the 16th and 17th centuries by the Tofinu people to protect themselves from slaving raids.

volunteerism. He worked hard to improve the welfare of 250 children at the Abomey orphanage, which is four hours from Cotonou. Krost organized the diplomatic and expatriate communities for a first annual Christmas drive and delivered a large truckload of clothing, books, toys and furniture to the orphanage. He also persuaded the mayor of Abomey to provide electricity and water to the facility. Krost and the orphanage successfully wrote a proposal for the Ambassador's Self-Help Program to fund the construction

The city of Abomey, meanwhile, is a unique reminder of a vanished kingdom. From 1625 to 1900, a succession of 12 kings ruled the Kingdom of Abomey, and all but one building their palaces within the same area. These Royal Palaces of Abomey are on the United Nations' list of World Heritage sites.

The quiet historical city of Ouidah is unique for its association with the slave trade. Ouidah has a memorial to those enslaved, and there are also places of interest connected with the Voodoo religion,



English International School children and nurse Nana Yao, far right, pay a visit to the Slave Memorial in Ouidah.

which originated in Benin. These include the Temple of the Python and the Maison de Brésil, a museum that displays works showcasing Voodoo culture and the African Diaspora. The Sacred Forest of Kpassè Zoun has huge ancient trees, sculptures and woodcarvings that represent Voodoo deities.

Near Cotonou is Porto-Novo, which boasts a number of attractions, including the first museum established in Benin, the Ethnographic Museum. This museum contains cultural artifacts from all over the country, many connected with Porto-Novo's history, and has a superb collection of ritual masks, musical instruments and traditional tools.

For sports and leisure, Americans enjoy playing softball on Saturday mornings in Cotonou at the Marina hotel, which has outdoor swimming pools, floodlit tennis courts, a playground, a nine-hole golf course, beach volleyball and a soccer field. Afternoons of volleyball and barbecues are regularly scheduled at the embassy. Cotonou boasts two horseback riding clubs, and children's soccer and tennis are offered at the Club of the Nations.

Many Activities

At post, monthly and biweekly events include the Women's Book Club, a Ladies' Dining Night Out, Thank Goodness It's Friday events, Thursday evening Jazz Club, Sunday morning progressive brunches and movie nights. The American Cultural Center regularly organizes cultural events and seminars for the American and Beninese populations, members of civil society and journalists.

The post's community liaison office organizes city-orientation tours for newcomers to shopping centers, important sites and the

popular Dantopka Market, one of the three largest markets in West Africa.

On weekends in Cotonou, a good place to relax is Fidjrosse beach, where you can find a free spot on the sand or rent a small hut-type shelter for the day. However, it is not safe to swim in the Atlantic Ocean here. Another popular destination in Cotonou is the Artisan's Village, where various vendors sell typical art from Benin and West Africa, including wood and metal sculpture, drums, woven and painted tapestries, and jewelry.

To address the lack of U.S.-accredited schools in Cotonou and ensure quality education for mission children, the mission is creating a "virtual school" to offer enrichment courses on subjects not in the middle and high school curricula in Cotonou. This enrichment program will provide families and students in grades 9–12 the tools and support to meet educational goals. The program, offered via the Internet, uses course management applications, multimedia resources and videoconferencing.

Programs Make a Difference

The U.S.-Benin partnership involves such shared goals as investing in people; fostering economic growth and development; combating corruption, trafficking in drugs and people, and terrorism; protecting human rights; and promoting regional stability. U.S. programs in Benin include those of the Millennium Challenge Corporation, U.S. Agency for International Development, Peace Corps, Departments of State and Defense, National Oceanographic and Atmospheric Administration, Centers for Disease Control and Prevention and African Development Foundation.



Above: Peace Corps volunteer Malaika Schiller (center, with microphone) conducts an interactive presentation at the post's recent HIV/AIDS awareness seminar. **Left:** Foreign Service Nationals at the post's information technology training seminar include Systems Manager and Trainer Djosse Atchade, first row left.



tion criteria, principally for anticorruption efforts.

The United States trains members of the Beninese Armed Forces for regional peacekeeping missions and provides equipment. Its programs also focus on training BAF members for work with civil society, members of the press, civil authorities and institutions of government on peacekeeping and antiterrorism efforts.

40th Anniversary

The Peace Corps celebrates 40 uninterrupted years in Benin in 2008. The 98 volunteers support the U.S. goal of investing in people and the Millennium Development goals for education, health, community health and HIV/AIDS. Other Peace Corps program areas involve decentralization, development of the private sector and promoting information technology and gender equality.

Some volunteers have provided training in environmental protection and natural resource management. Others have improved local planning and management of community health development services, activities and projects. They have implemented latrine projects to improve village sanitation, trained more than 9,000 people and 2,500 service providers in AIDS education and prevention, and taught English to 7,586 secondary school students.

The Department's Self-Help, democracy and human rights, refugee and humanitarian assistance programs support grassroots projects, election observers, the fight against female genital mutilation, the publication of laws and anti-child-trafficking efforts. ■

USAID programs support the education and health sectors, promote democracy and gender equality and fight violence against women and child trafficking. The Ambassador's Girls Scholarship Program, conducted under the Africa Education Initiative, has provided 3,384 scholarships for underprivileged girls, especially orphans and those who are physically disabled or living with HIV/AIDS. In 2008–2009, the program will support 400 boys.

Earlier programs resulted in new laws to protect children, women and families. Anti-child-trafficking efforts led to the successful return of children to their families and creation of transit centers throughout Benin. Hundreds of civil society organizations have received assistance in fiscal management and procurement processes to strengthen decentralization and reduce corruption. Benin has been selected for the President's Malaria Initiative and the Women's Justice and Empowerment Initiative.

The MCC developed the Millennium Challenge Account-Benin program by involving all elements of Benin's society. The five-year, \$307 million Benin Compact of October 2006 promotes access to markets and land and the financial and justice sectors. Benin's continued eligibility for MCC support depends on its meeting selec-

Gayleatha B. Brown is the ambassador; Lyngrid Rawlings, management officer; Sheryl Cowan, Peace Corps director; Kitty Andang, USAID program officer; Guy Andang, community liaison officer; and Firmine Houemavo, protocol assistant at the U.S. Embassy in Cotonou.

PLUMBING THE DEPTHS

ICEBREAKER MAPS U.S. CONTINENTAL SHELF **BY BRIAN VAN PAY**

In August 2007, a team of 24 scientists and more than 70 U.S. Coast Guard crew members departed Barrow, Alaska, aboard the *Healy*, the largest Coast Guard icebreaker. Over the following four weeks, scientists used a multibeam echo sounder to collect more than 10,000 kilometers of bathymetric data on the Chukchi Borderland, a large undersea continental shelf stretching more than 500 miles from the Alaskan shore.

The *Healy's* mission involved the State Department and advanced the causes of science and diplomacy. The bathymetric data collected are used to create three-dimensional maps of the Arctic Ocean floor.

Other locations where the United States has an ECS include the East Coast, Gulf of Mexico and Bering Sea. The continental shelf in the Arctic Ocean, however, is the largest ECS. The latest mapping effort of the *Healy*, the third since 2003 dedicated to mapping the ECS, was led by the University of New Hampshire and funded through a grant from the National Oceanic and Atmospheric Administration.



Above left: The view from the bow of the ship at sunset. **Right:** Over the course of the expedition, the *Healy's* scientists sighted 22 polar bears.

The data revealed previously unknown underwater seamounts, glacial scours created during a past ice age and large craters thought to be formed by gas seeps emanating from the ocean floor. But this mission was also part of a larger effort to collect data to determine the limits of the extended continental shelf of the United States.

Under the Law of the Sea Convention, every coastal nation automatically receives 200 nautical miles of its continental shelf. However, a nation is entitled to its continental shelf if it extends beyond 200 nautical miles—also known as the ECS—if it meets certain criteria. These nations have sovereign rights over their ECS, including over the exploration and exploitation of its natural resources. The Administration is seeking Senate approval of U.S. accession to the Law of the Sea Convention.

Largest ECS

One study shows that the ECS of the United States covers an area of at least 1 million square kilometers—about twice the size of Cali-

As a maritime geographer from the Bureau of Oceans and International Environmental and Scientific Affairs, I served on the *Healy* to monitor incoming data from 4 p.m. to midnight. I also provided policy guidance on the Law of the Sea Convention.

When not at work, the *Healy's* scientists and crew ventured onto the ship's bow, braving temperatures as low as 20 degrees and viewing spectacular scenery. The *Healy* sailed past a varied landscape filled with ice of different ages and forms whose colors ranged from a blinding white to greasy black to turquoise. Although the *Healy* did not encounter another vessel during its journey, we saw 22 polar bears and more than 40 seals. There was 24-hour daylight at the beginning of the cruise, but several minutes of darkness were soon added each day; by the time the *Healy* returned to Barrow, the sun was below the horizon for about three hours a night.

No 'Ice Liberty'

As a precaution, the *Healy* carries enough food to last the winter,

The author launches an expendable bathythermograph off the *Healy's* stern to measure temperature as the probe falls through the water. The data are used to calibrate the multibeam echo sounder, which is used to map the sea floor.



should it become icebound. This year, however, the *Healy* did not find a significant solid ice pack, as was routine in past expeditions there. The area's bright-blue, multiyear ice and former pressure ridges were visibly disintegrating. Because the *Healy* was less impeded by ice, it collected more than three times the data expected and ventured farther north than planned. But these conditions meant the *Healy's* crew and scientists could not take advantage of an "ice liberty" to leave the ship and walk on the Arctic ice.

Life on the ship was comfortable: Plenty of activities kept the crew and scientists occupied, including bingo, movie nights, nightly science talks and a well-equipped gym. There were three meals a day, plus midnight rations or "mid rats," which ensured no one went hungry. There also was no risk of seasickness while in the ice, although the ship occasionally was jostled as its diesel engines powered through the ice field.

More than two dozen countries, including the United States, are working to define their respective continental shelves. Australia,

Brazil, Ireland, Norway and others have finished collecting and analyzing data, and have compiled their findings into submissions for the Commission on the Limits of the Continental Shelf, which was set up under the Convention to provide the recommendations that give legal certainty to nations using them to establish their continental shelves. Russia's much-publicized planting of its flag on the seafloor at the North Pole in August brought attention to this process, although the action has no legal significance.

Delimiting the ECS of the United States will be a 10-year process requiring more missions to the Arctic and other areas where the United States has an ECS. The Department is leading the multiagency ECS Task Force, which has significant participation from NOAA, the U.S. Geologic Survey, the U.S. Navy and the National Science Foundation, among other agencies. ■

The author is a maritime geographer with the Bureau of Oceans and International Environmental and Scientific Affairs.



Security Assistant Michelle Gibson enters case file documents into the Report Management System.

Need to Know

STREAMLINED CLEARANCE PROCESS PAYS OFF **BY DAVID BATES**

Every State Department employee probably has a horror story or two about the security clearance process. For many years, the process was slow and non-transparent. Indeed, it often took six to nine months to complete a background investigation. Such delays often resulted in new hires seeking employment elsewhere and daily complaints from Department senior management.

Today, thanks to reforms initiated by the Bureau of Diplomatic Security's Office of Personnel Security and Suitability, the process has been transformed into a highly efficient, award-winning program.

On average, PSS processes more than

25,000 background investigations each year, and that workload has been growing exponentially. On any given day, PSS opens an average of 100 new cases while completing thousands of other pending investigative leads.

Despite this high volume, the clearance process has improved steadily since November 2004, when a background investigation averaged 122 days to complete. Today, an investigation is completed within an average of 65 days, with interim clearances issued within two weeks. PSS now processes 15 percent more cases per year than in 2004 in 40 percent less time and at

\$113 less per unit.

Much of this success is due to PSS's use of automation. PSS's deployment of the Office of Personnel Management's electronic Questionnaires for Investigations Processing application—the electronic version of the Standard Form 86 Questionnaire for National Security Positions—allows users, once their information is entered into the system, to easily update their SF-86 security forms at the time of their five-year reinvestigation. The e-QIP system also provides case managers with more rapid access to applicant data. This reduces the likelihood of “fat-fingering” errors in paper

documents. In fact, PSS has developed such efficiency with the e-QIP process that it has mentored other agencies, such as the Federal Bureau of Investigation and Drug Enforcement Administration, in using the online system.

In addition, PSS automated its investigative processes with the implementation of the online Report Management System, a Web-based program that provides all authorized users with real-time access to pending investigations.

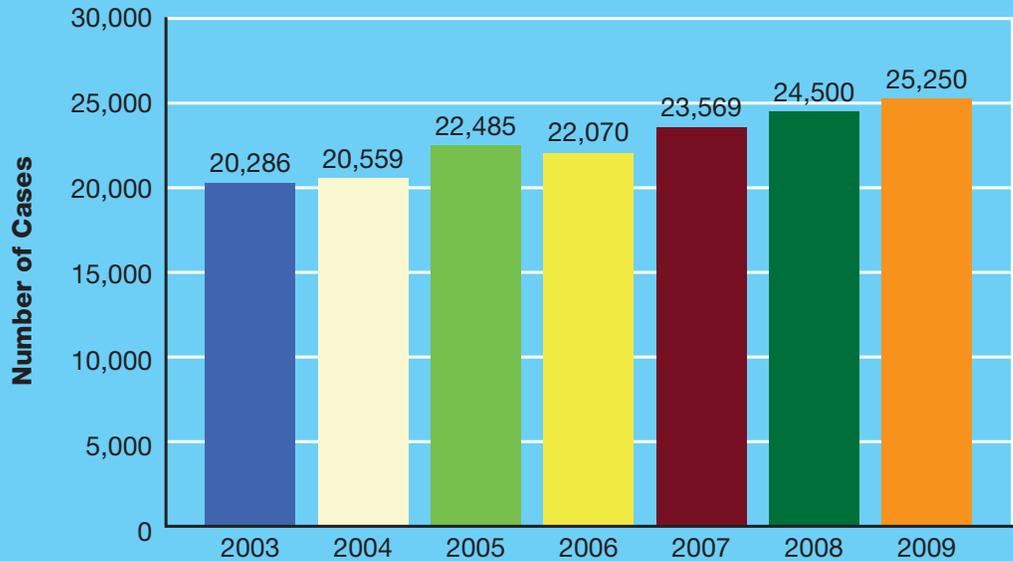
Further, to improve the efficiency of database checks at other agencies, PSS recently entered into a memorandum of agreement with the FBI and the Terrorist Screening Center that allows PSS employees to work at those locations and assist in reducing the backlog of their background checks. To see how this arrangement has improved the process, consider that in July 2007 there were 1,300 cases pending FBI file reviews. Today, that backlog has been reduced by 86 percent to 180 pending cases.

PSS's new business practices have greatly improved background investigation processing times despite the increasing volume of new hires, while also meeting the most immediate Departmental hiring needs. For example, all contractors working for the Department in the high-priority posts of Iraq and Afghanistan are vetted by PSS, which now investigates and adjudicates those cases within an average of 52 days.

PSS responded last summer when the Bureau of Consular Affairs was under pressure to reduce a backlog in the processing and issuance of passports. In response, the Department hired more than 423 new employees and 2,675 contractors, but before they could begin work, all had to undergo a background investigation by PSS. From June to

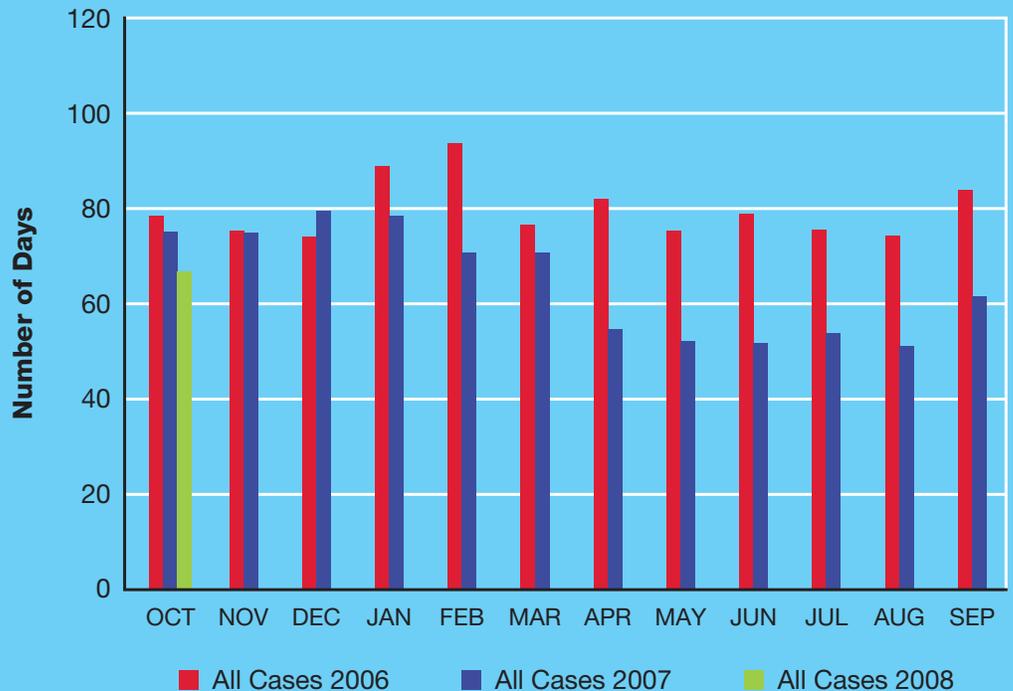
INVESTIGATION VOLUME AND TIME

Case Volume, 2003-2009



Note: Cases for 2008 and 2009 are estimated

Average Case-Processing Time Fiscal Years 2006-2008



In October of 2006, PSS was recognized as the top security and suitability office in the federal government.

October 2007, PSS investigators reviewed thousands of clearance applications, interviewed more than 20,000 references and successfully conducted 2,716 background investigations, permitting CA to augment its workforce. CA reduced the passport backlog by September 2007.

PSS also granted 1,087 interim clearances from May through October 2007, which allowed employees to be hired while their clearances were being finalized. Average processing time for these background investigations was just 58 days for employees and 41 days for contractors.

PSS has garnered several awards in recognition of these successes. In November 2005, DS honored PSS Director James C. Onusko with its Diplomatic Security Employee of the Year award for helping turn DS's security-clearance process into one of the fastest and most efficient within the federal government.

In October 2006, PSS was recognized as the top security and suitability office in the federal government with the Office of Personnel Management Guardian Award, given for PSS's innovative and cost-effective approach to conducting personnel

security investigations.

In October 2007, the White House named DS Senior Coordinator for Security Infrastructure Donald R. Reid, whose office oversees PSS operations, a winner of the 2007 Meritorious Senior Professionals and Executives Presidential Rank Award. The White House cited Reid's leadership in transforming the security clearance process into a transparent, customer-centered, Web-based system.

As the threat environment necessitates tighter government security, the number of individuals needing clearances to conduct government business will likely continue to rise. The PSS team stands ready to tackle that challenge. ■

The author is the Web site manager and a writer in the DS Public Affairs Office.



James Onusko, center, reviews an adjudication case file with Personnel Security Specialists Susie Thomas (left) and Carmen Holt.

PHOTOGRAPHS: (LEFT): BUREAU OF DEFENSE SECURITY; (OPPOSITE PAGE): CORBIS

Security Clearance FAQ

PSS responds to many inquiries about the security clearance process every month. Here are some of the most common:

Do you lose your clearance if you seek mental health counseling and/or treatment?

Seeking mental health treatment does not jeopardize a person's security clearance, but a mental health condition could be a security concern if it affects a person's judgment, reliability or trustworthiness.

What can an employee do if his or her clearance is suspended or revoked?

When the Department believes an employee's clearance should be revoked, he or she is provided a written explanation and afforded an opportunity to appeal. Based on the employee's written appeal, DS may restore the clearance or continue the revocation action. When the latter occurs, the employee is notified and informed of his or her right to appeal, in writing and in person, to a panel whose decision is final.

Does an employee's security clearance expire after five years?

A security clearance does not expire, but Top Secret clearances are subject to reinvestigation every five years, and Secret clearances are subject to reinvestigation every 10 years. If a periodic reinvestigation is not completed on this schedule, the clearance remains active, but another agency is not required to accept the clearance because it is not supported by an updated investigation.

Does a person maintain his or her security clearance after leaving the position for which the clearance was granted?

A security clearance is tied to a position, not an individual. Once a person departs a position that required the clearance, that individual no longer holds an active clearance. Rather, the person maintains eligibility for a clearance.

Will past drug use prevent the granting of a clearance?

Any use at all of an illegal drug or misuse of a legal drug is potentially disqualifying. However, there is a great difference between experimental drug use that occurred a couple



years before applying for a security clearance and any illegal drug use conducted after obtaining a security clearance. Any indication that drug use continues or may recur after a person has obtained a clearance is a serious security concern. Expressed or implied intent to continue using drugs, or failure to complete successfully a drug treatment program, could both be disqualifying.

If an individual's interim clearance is denied, will that person probably not get a full clearance?

There are several reasons an interim clearance may be denied but that do not reflect negatively on the applicant. The denial of an interim clearance simply means that the entire security investigation needs to be conducted before a security clearance determination can be adjudicated.

Are those with dual citizenship denied a security clearance?

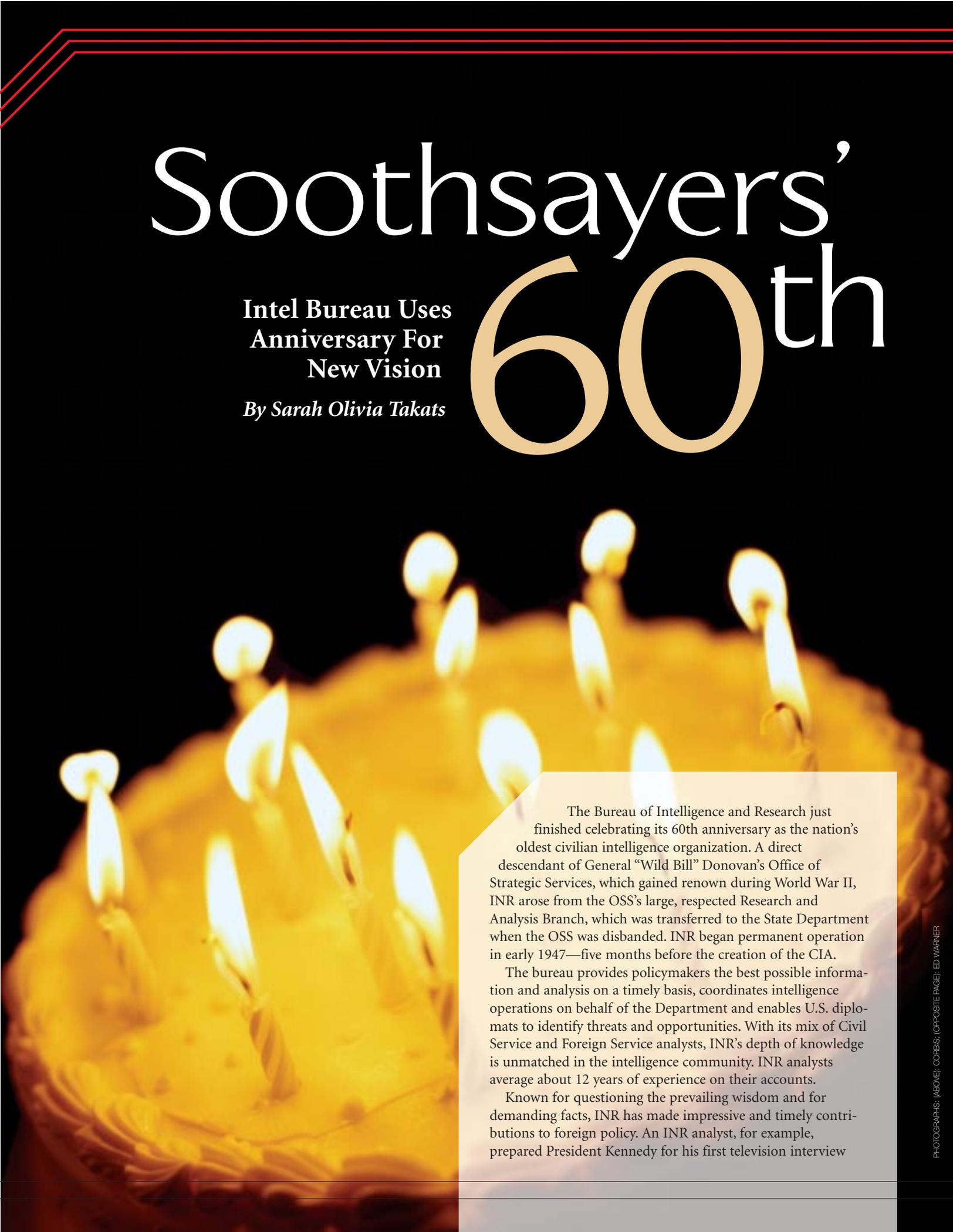
Possessing dual citizenship is not an automatic bar to a security clearance. Dual citizenship raises the security concerns of foreign influence and foreign preference, and must be thoroughly investigated before making a determination.

For more information about the security clearance process, Department of State employees may visit the PSS Intranet site at <http://pss.ds.state.gov>. In addition, PSS established a Customer Service Center to respond to applicant and employee security clearance-related inquiries. The CSC can be e-mailed at securityclearance@state.gov or called at (571) 345-3186 or (866) 643-4636.

Soothsayers' 60th

**Intel Bureau Uses
Anniversary For
New Vision**

By Sarah Olivia Takats



The Bureau of Intelligence and Research just finished celebrating its 60th anniversary as the nation's oldest civilian intelligence organization. A direct descendant of General "Wild Bill" Donovan's Office of Strategic Services, which gained renown during World War II, INR arose from the OSS's large, respected Research and Analysis Branch, which was transferred to the State Department when the OSS was disbanded. INR began permanent operation in early 1947—five months before the creation of the CIA.

The bureau provides policymakers the best possible information and analysis on a timely basis, coordinates intelligence operations on behalf of the Department and enables U.S. diplomats to identify threats and opportunities. With its mix of Civil Service and Foreign Service analysts, INR's depth of knowledge is unmatched in the intelligence community. INR analysts average about 12 years of experience on their accounts.

Known for questioning the prevailing wisdom and for demanding facts, INR has made impressive and timely contributions to foreign policy. An INR analyst, for example, prepared President Kennedy for his first television interview



Members of the INR Watch staff include, from left, Conrad Tribble, Chris Campbell, Marc Porter, Jeanne Gallo, Armenta Sheler, Anaida Hass and Elizabeth Campbell (seated).

after the Cuban missile crisis. During the Vietnam era, INR courageously stuck to its analysis of events on the ground, despite powerful challenges. More recently, a famous INR footnote on a National Intelligence Estimate was lauded by a congressional commission.

A Hidden Jewel

“All of the coordinating agencies, with the exception of INR, agreed that Iraq was reconstituting its nuclear program,” said the report of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction.

Such insight may explain why *Washington Post* Columnist David Ignatius has said, “People should take a careful look at one of Washington’s hidden jewels—the State Department’s tiny Bureau of Intelligence and Research.” He cited a “culture that supports dissent and demands expertise.”

Although secretaries of state and federal officials within and outside of the Department have long depended on INR to explain world events, a great track record does not guarantee future relevance. Policymakers can now get 80 percent of their

needed data from open-source information sites. Will they continue to tolerate the costs incurred by the intelligence community to get the remaining 20 percent? Furthermore, limitations in the handling and use of classified information now impair the utility of intelligence analysis.

To fulfill its mission in a radically changing context, INR is using its anniversary to consider the implications of demographic and information technology shifts and produce a plan called “INR 2.0.” Five INR working groups have been advancing projects to modernize the bureau and devise a strategy that ensures early adaptation to change.

One group overhauled INR’s training and professional development system, and another is working on “e-Intel,” a program that will make intelligence directly available to policymakers throughout the Harry S Truman building. A third group assessed the possibilities for improved INR performance with an array of new analytic tools, and a fourth reviewed INR’s products and formats, providing recommendations for how to use Web portals and new software to develop and disseminate its products more

effectively. Finally, a metrics team is developing applications to measure performance more effectively and identify needed resources.

Future Challenges

INR’s anniversary celebration culminated with a symposium titled “Designing Intelligence for an Exponential World.” The keynote speaker, Under Secretary R. Nicholas Burns, congratulated INR on its 60 years of extraordinary performance and offered some thoughts on future foreign policy challenges. Moderated by the Hoover Institution’s Bruce Berkowitz, the panel—which included Moises Naim, editor-in-chief of *Foreign Policy* magazine; David J. Rothkopf, president and CEO of Garten Rothkopf; and David R. Young, founder of Oxford Analytica—discussed global trends and what INR must do to remain focused and relevant.

INR is one of the 16 members of the intelligence community under the Office of the Director for National Intelligence, created by Congress to “transform our capabilities in order to stay ahead of evolving threats to the United States.” INR takes that mission to heart in terms of the wide range of issues it covers and the way it is transforming itself to better meet customer needs. ■

Policymakers can now get 80 percent of their needed data from open-source information sites. Will they continue to tolerate the costs incurred by the intelligence community to get the remaining 20 percent?

The author is a special assistant in the Bureau of Intelligence and Research.

Senior Coordinator for Reports and Political Affairs Mark Taylor meets with a recently freed bonded laborer in the latter's newly built home in rural Tamil Nadu state, India.



Modern Abolitionists

DEPARTMENT OFFICE FIGHTS TRAFFICKING IN PERSONS
BY SOLMAZ SHARIFI

After recruiters painted a beautiful picture of foreign job prospects, Aye Aye Win, a Burmese national, and some 800 Burmese migrants willingly traveled to a shrimp-farming and -processing factory and were forced to work day and night, never paid and forbidden from leaving the remote barbed-wire-fenced compound.

When she tried to escape, she was tied to a pole in a courtyard, beaten and denied food or water.

After being freed by Thai police in 2006, Aye Aye (not her real name) met Mark P.

Lagon, ambassador-at-large to combat human trafficking, at a Thai government shelter in 2007. On his return, Lagon was sworn in as the head of the Office to Monitor and Combat Trafficking in Persons.

Reflecting on Aye Aye's story before a crowd of NGOs, Hill staffers and Department officials, Lagon asked: "Beaten and tortured, starved and humiliated: Is this not slavery?"

What drives G/TIP is the real-world brutality and trauma that victims suffer.

Mission-Driven

G/TIP is seen as a single-issue office driven by a mission, and, increasingly, young Department staff are attracted to G/TIP for this and its mix of bilateral engagement and constructive work on human rights.

G/TIP's cause is now widely recognized, not the least because of its annual report on trafficking, mandated by a 2000 law. The U.S. government estimates some 800,000 people are trafficked across international borders, and millions more are trafficked within their own countries. They are coerced into indentured servitude or bonded labor, bought and sold into prostitution, domestic servitude or farm labor and captured to serve as child soldiers.

Approximately 80 percent of transnational victims are female, and up to 50 percent are minors. (Most females are trafficked into commercial sexual exploitation.) These numbers do not include millions of victims trafficked within their own national borders, most for forced or

bonded labor.

One of the newest offices in the Department (it opened in November 2001), G/TIP has been recognized by *New York Times* columnist Nick Kristof as “one of the most effective units in the U.S. government.”

The Three Ps

G/TIP’s emphasizes what it calls “the three Ps”: prosecuting traffickers, protecting and assisting victims and preventing trafficking from occurring or continuing.

G/TIP employs 23 Civil Service personnel, three Presidential Management Fellows, four contractors and one Foreign Service officer. It publishes the Secretary’s annual *Trafficking in Persons Report* on 164 countries, manages roughly 200 international grants, raises public awareness and coordinates federal efforts to combat human trafficking domestically and abroad by chairing an interagency group mandated by a 2003 law. The staff, three of whom started the office in 2001, are essential to understanding why the U.S. government is considered the strongest international voice on this issue.

The TIP report ranks countries into one of four categories (Tier 1, Tier 2, Tier 2 Watch List and Tier 3) based on their compliance with the minimum standards for eliminating human trafficking. Much of the report’s information is collected during on-the-ground visits by G/TIP staff, who venture into isolated regions to uncover hidden routes and trafficking tactics.

In part because of the report,

- Cambodia shut down a red-light district where 10-year-olds were openly sold and prostituted and “cheap girls” were advertised on

At a Glance

Office name

Under Secretary for Democracy and Global Affairs’ Office to Monitor and Combat Trafficking in Persons

Symbol

G/TIP

Office Director

Ambassador Mark P. Lagon

Staff size

31

Office Location

1800 G St., N.W., Washington, DC

Web site

www.state.gov/g/tip and
www.gtippphotos.state.gov



The staff of G/TIP’s Reports and Political Affairs unit pose with the cover of the latest report. They are, from left, Gayatri Patel, Barbara Fleck, Rachel Yousey, Brittany Brown, Sally Neuman and Jennifer Schrock Donnelly.



Above: G/TIP's special assistants and senior staff are, from left, Jennie Miller, Carla M. Bury, Amy O'Neill Richard, Andrea Smail and Paula Goode, G/TIP's deputy director. **Below:** The staff of G/TIP's Public Outreach and Diplomacy unit are, from left, Solmaz Sharifi, Abraham Lee, Eleanor Gaetan and Elyse Bauer.

the Internet.

- Japan slashed the number of entertainment visas issued to certified Filipina dancers, singers or other entertainers because traffickers were forcing many of these women into prostitution.
- The United Arab Emirates eliminated the exploitation of South Asian boys as camel-racing jockeys and paid for the repatriation of more than 1,000 boys to their home countries.

After release of the 2007 report, Jamaica pledged to step up prosecutions this year, Saudi Arabia said it intended to adopt the 2000 UN TIP Protocol and Taiwan vowed to strengthen its antitrafficking laws. (The 2007 report is at www.state.gov/g/tip.)

From a TIP report's release in June through the following February, G/TIP staff travel to engage foreign governments on antitrafficking objectives in the report and collect fresh information. The most important destinations are Tier 3, Tier 2 Watch List and Tier 2 countries in the most recent TIP report deemed at risk of falling to lower categories in the coming year.

Grants Provide Aid

G/TIP's International Programs section manages a variety of grants, which range from as little as \$25,000 to upward of \$1 million. For instance, the *Journal of the American Medical Association* published the first study on the link between sex trafficking

and HIV incidence with partial funding from a G/TIP grant. The study found that HIV prevalence among women trafficked from Nepal and prostituted in India is 38 percent and exceeded 60 percent among girls prostituted prior to 15 years of age.

G/TIP also cultivates new models for rescuing, rehabilitating and repatriating victims. For example, G/TIP and the International Finance Corporation in 2006 created jobs to employ human trafficking survivors in developing countries based on a model that provides counseling, job training and employment opportunities to trafficking victims and at-risk women.

Worldwide, G/TIP has partnerships with American NGOs, grantees from India to Mexico, governments from Sweden to Ghana and international organizations such as the International Labor Organization.

To cultivate programs, G/TIP monitors a program's progress through in-person visits and by insisting that grantees identify what works best and share that information with others. G/TIP also fosters lesson sharing, such as a project for Latin American NGOs on sex trafficking and a seminar it will host in 2008 on how community- and faith-based NGOs can best help victims and prevent human trafficking.





The staff of G/TIP's International Programs unit are, from left, Katie Bresnahan, Rebecca Billings, Amy LeMar, Shereen Faraj, Mark Forstrom, Katrina Fotovat and Jane Nady Sigmon.

The fight against human trafficking requires the active participation of individuals and groups. For instance, the Polaris Project, which aids women and children prostituted in downtown Washington, D.C., recently advised an interagency group G/TIP convened on the migration of pimps and traffickers from the streets to online outlets due to recent police crackdowns. G/TIP exchanges information daily with U.S.-based NGOs such as the Polaris Project, the International Justice Mission, Free the Slaves, World Vision, the Protection Project and the Coalition Against Trafficking in Women.

G/TIP also has consulted on movies, television shows and books, including the Lifetime Network's film *Human Trafficking*. More than 80 embassies held screenings of this movie for foreign audiences.

U.S. Action

Addressing trafficking in the United States, G/TIP's director chairs an interagency group and speaks out.

"In addition to offering advice to other governments on how to live up to the basic standards of the UN Protocol on TIP, efforts at home are invaluable to our diplomacy," Ambassador Lagon said. "These actions show we have a problem, are trying to make strides, hold ourselves to account and have models to share as partners."

Domestically, the Department of Justice funds 42 local antitrafficking task forces in 25 states, and the Department of Health and Human Services has an outreach and educational campaign and a toll-free hotline (1-888-373-7888) in multiple languages.

"This campaign to raise awareness about human trafficking to find more victims is a quintessentially American response," Ambassador Lagon said. "It's an exceptionally important effort because we are helping the most degraded, most exploited, most dehumanized people in the world."

The author is a public affairs specialist at G/TIP.

HOW TO FIGHT MODERN-DAY SLAVERY

If you suspect slavery or commercial sexual exploitation, notify the police or call the U.S. human trafficking hotlines: 1-888-3737-888, 1-888-428-7581, 1-800-THE LOST or 1-866-DHS-2ICE.

Write your government representatives to ask for stronger laws.

Host a human-trafficking-awareness party with beautiful handicrafts (www.madebysurvivors.com) that empower slavery survivors.

Donate to an NGO rescuing and protecting victims.

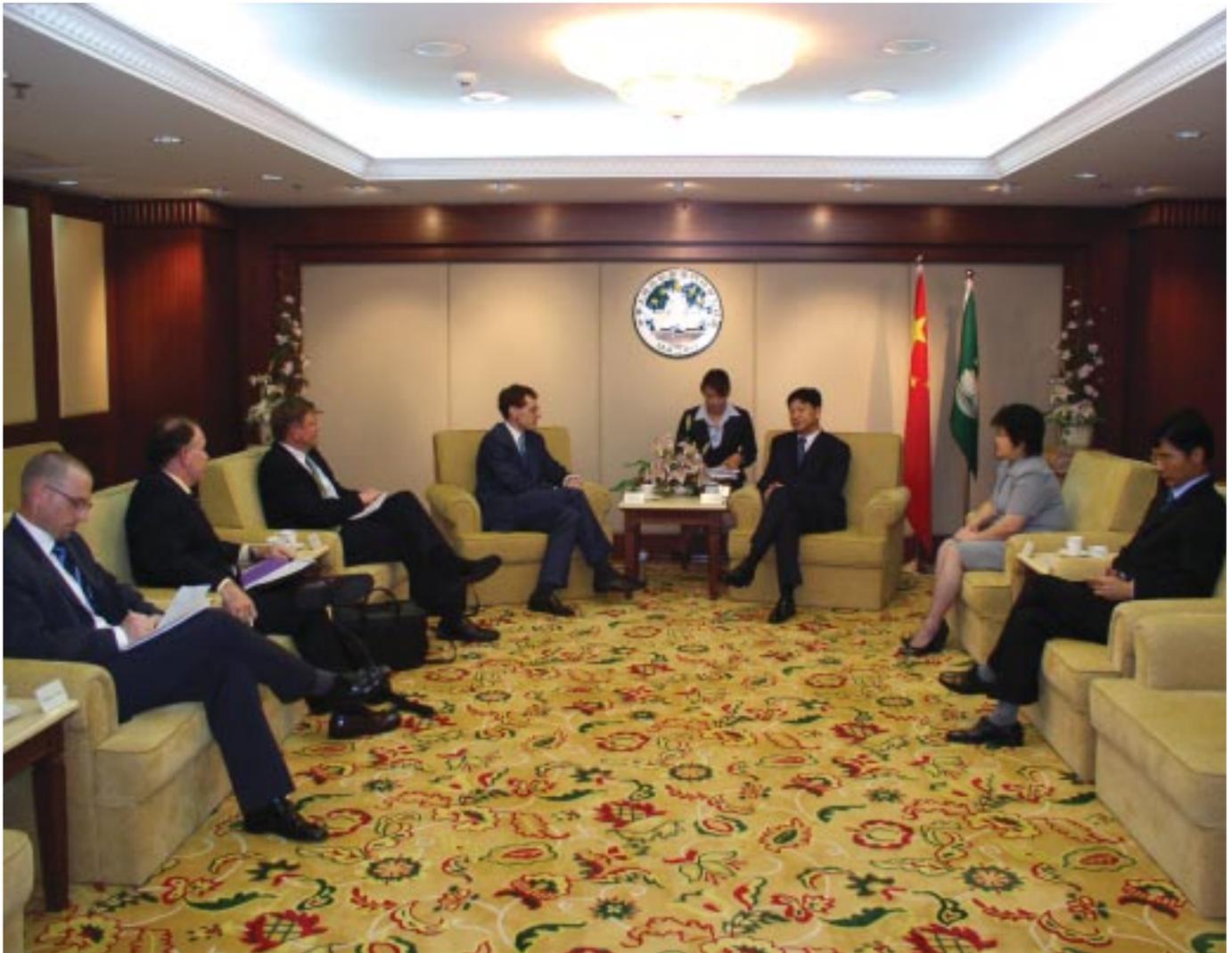
Organize a local march through an organization like Global March (www.globalmarch.org) to raise awareness in your community.

Establish a local chapter of a national anti-human-trafficking NGO or volunteer with an NGO.

Fight sex tourism by asking local travel agencies, hotels and tour operators to sign the Code of Conduct for the Protection of Children in Travel and Tourism, www.thecode.org.

Talk to someone about human trafficking or take them to see a film about it.

Source: The Emancipation Network



Ambassador Mark P. Lagon, G/TIP's director, center-left, meets with the chief prosecutor of the Macau Special Administrative Region during a recent trip to East Asia. During his travels abroad, Ambassador Lagon presses for strong human trafficking laws, prosecutions of trafficking cases, harsh sentences for those who commit this dehumanizing crime and better protection for human trafficking victims.

PRM REUNITES VICTIMS WITH FAMILIES

BY SONIA DENTZEL

A program funded by the Department's Bureau of Population, Refugees and Migration reunites the victims of human trafficking with their relatives. The program resulted from the Trafficking Victims Protection Act of 2000. Working with its primary partner, the International Organization for Migration other U.S. agencies and religious and secular organizations, PRM developed a program that would reunite trafficked women and the relatives they had left behind.

The reunification program isn't limited to having relatives come to the United States. It also provides victims with a safe return to their countries of origin. Since

the program began in early 2005, PRM has helped reunite 103 trafficking victims, mostly women from developing countries, with their families. Of these, 97 chose to have their relatives join them in the United States, and 6 returned home.

Since 1998, PRM has provided more than \$35 million to IOM to support anti-trafficking projects overseas. Today, PRM supports more than 40 antitrafficking programs worldwide, including projects for the return and reintegration of victims in Indonesia, economic rehabilitation programs for victims in India and efforts to identify and return children trafficked to work in fisheries in Ghana. All PRM programs focus on victims'

protection and build the capacity of governments and nongovernmental organizations to provide services.

Over the next year, PRM will initiate two important new programs with IOM. One will help repatriate Congolese victims trafficked to Uganda, and the other will protect Iraqi victims of labor and sex trafficking in Iraq and the surrounding region. The project will also attempt to preempt trafficking through public education campaigns and by providing shelter for high-risk groups. ■

Sonia Dentzel is a migration policy officer in the Bureau of Population, Refugees and Migration.

Musical Performances and Poetry Highlight Talent Show

The latest in the State of the Arts Cultural Series and Foreign Affairs Recreation Association's long-standing series of biweekly performances were a talent show, a magic show and performances of classical guitar and Native American music.

The 2nd Annual Talent Show, which played to a capacity crowd, was a huge success. Singing legend Barbara Pollard opened with a song she wrote titled "I Can't Light the Fire." Cynthia Andrews sang a rousing "Can't Say No," and Venus Gordon recited an inspiring poem she composed. Ben Perry Jr. sang a satisfying "Forever My Darling" by Johnny Ace, and Dwayne Perry thrilled the audience with a lively rendition of Marvin Gaye's "What's Going On."

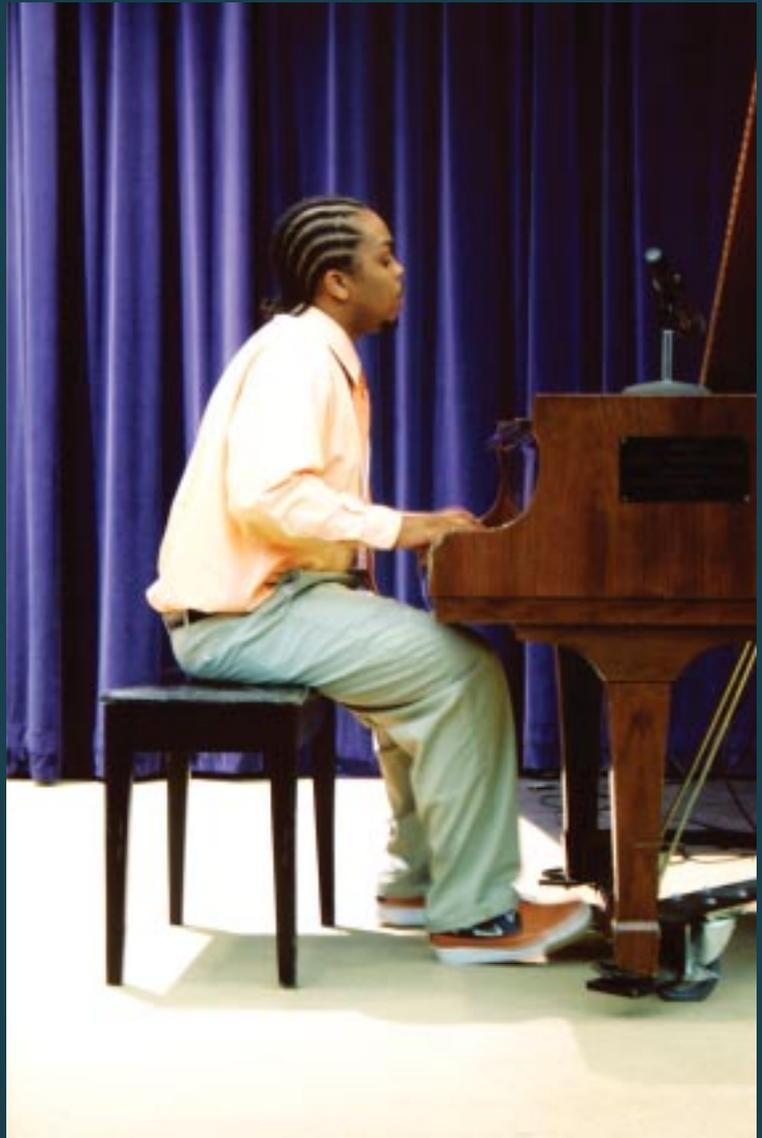
During the show, Dyrone Johnson and Caryl Traten Fisher danced to "Bessame Mucho" by Consuelo Velazquez, and jazz pianist Ryan Bynum improvised on classic contemporary hits. To close the show, Steve Black and Jackie Newton offered an entertaining interpretation of Marvin Gaye and Tammy Terrell's "Ain't No Mountain High Enough."

David Breth of Magictainment was the Cultural Series' first magic performer. With the assistance of Lindy Scarborough, he performed mind-boggling illusions and sleight of hand.

Dr. Stephanie Browning, assistant professor of piano at Morgan State University, offered insights into Native American music, presenting briefings on each of the selections she played and taking questions. One piece was Edward MacDowell's "Indian Idyl" from *New England Idyls*, Op. 62. All the selections conjured up images of a big sky and open lands.

Classical guitarist Charles Mokotoff returned for his second performance in the Cultural Series. A National Institutes of Health employee, Mokotoff has been hearing-impaired for much of his life. He played works by Bach, Scarlatti, Mangoré, Granados and Albéniz to resounding applause. ■

The author is a computer specialist in the Executive Secretariat.



Jazz pianist Ryan Bynum tickles the ivories at the talent show.

MARK YOUR CALENDAR



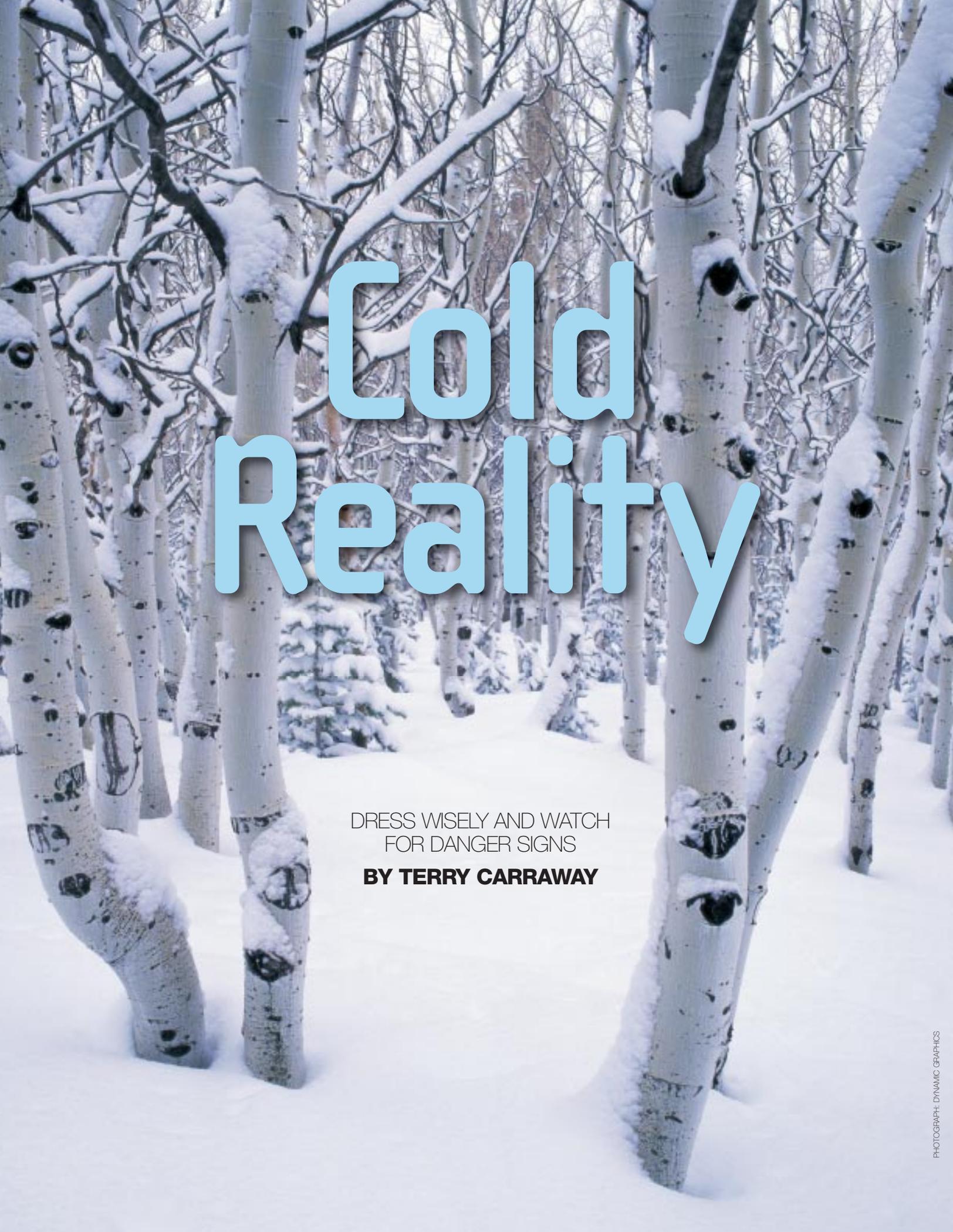
JAN. 30

Piano for Hands

FEB. 27

Erica Ovette and
Paul Pieper

Performances are on Wednesdays at 12:30 p.m.
in the Dean Acheson Auditorium.



Cold Reality

DRESS WISELY AND WATCH
FOR DANGER SIGNS

BY TERRY CARRAWAY

In the winter, working outside, skiing, snowboarding, snowmobiling, hiking, hunting and camping all involve exposure to cold, which can lead to frostbite and hypothermia.

Surprisingly, the weather doesn't have to be extremely cold. Temperatures in the 50s can cause problems, particularly if mixed with wind and moisture.

The windchill factor announced on weather reports combines temperature and wind speed to indicate the effects of cold on the body. For example, 35 degrees with a 30-mile-per-hour wind has the same effect on the skin as 22-degree weather with calm air.

Moisture increases heat transfer from the body to the surrounding environment, leading to faster cooling. When wet or sweaty, the body experiences additional cooling from evaporation, even at low temperatures. Moisture also reduces the insulation properties of most clothing.

Hypothermia literally means "low heat." When exposed to cold, your body tries to maintain its core temperature by reducing blood flow to the skin and extremities. Hypothermia sets in when the body cools faster than it can generate heat, forcing your core temperature below safe levels. Some medications may increase the risk of hypothermia, so consult your doctor if you will be exposed to cold while taking new medications.

The first signs of mild hypothermia are shivering, lack of coordination, slurred speech, memory loss and pale, cold skin. The quick treatment is to get out of the cold, generate body heat, drink warm (not hot) sugary liquids and remove wet or damp clothing. And despite the popular image of the Saint Bernard with a keg of brandy, avoid alcohol and caffeine.

If exposure to cold continues and shivering stops, moderate hypothermia is beginning and poses the risk of serious consequences. Symptoms include confusion and inability to walk or stand. Medical assistance should be summoned. Cover the body, including extremities, and use hot water bottles or heat packs to start warming the person.

Severe hypothermia is indicated by ice-cold skin, severe muscle

stiffness and sleepiness or unconsciousness. It can be fatal and requires immediate treatment by medical personnel.

Frostbite is the freezing of the skin or a body part. It usually occurs when the temperature is below freezing, but can occur with temperatures above freezing if moisture and wind are present. Exposed skin will begin to feel cold and progress to tingling, stinging or aching sensations. Finally, it will become numb. The skin will also change color: first to red, then purple and, finally, very pale. The skin will also be cold to the touch. Treatment is best performed by a medical professional, but if that's not possible, use warm—not hot—water to gently warm the affected body part.

To prevent cold stress, dress warmly and wisely. Avoid overheating and sweating, as this creates moisture in the clothing.

By wearing at least three layers, you can easily remove something if you get too warm. The inner layer should be a synthetic material that pulls moisture away from the skin, such as polyester or polypropylene. The middle layer should be an insulating layer. Down provides the most insulation, and wool is good because it can absorb moisture from the skin and still provide insulation. Many synthetic fibers strive to combine these two characteristics and may be good alternatives for those allergic to down or wool. The outer layer should be wind- and water-resistant; nylon or Gortex work well.

Don't forget your hat, since up to 40 percent of the body's heat loss occurs through the head. Insulated boots or shoes can limit heat loss and protect against frostbite.

Take warm-up breaks to get out of the cold and wind, and drink warm, nonalcoholic, decaffeinated liquids. Drinking will also prevent dehydration. Though you may not feel thirsty in cold weather, any exertion causes the loss of body fluids. Light to moderate hypothermia may go unnoticed, so use the buddy system when out in the cold.

Enjoy the outdoors in winter. Just make sure you are ready for the harsh environment. ■

The author is a certified industrial hygienist with the Safety, Health and Environmental Division.

WINDCHILL CALCULATION CHART

		Temperature (°F)																	
		40	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45
Wind (mph)	Calm	40	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45
	5	36	31	25	19	13	7	1	-5	-11	-16	-22	-28	-34	-40	-46	-52	-57	-63
	10	34	27	21	15	9	3	-4	-10	-16	-22	-28	-35	-41	-47	-53	-59	-66	-72
	15	32	25	19	13	6	0	-7	-13	-19	-26	-32	-39	-45	-51	-58	-64	-71	-77
	20	30	24	17	11	4	-2	-9	-15	-22	-29	-35	-42	-48	-55	-61	-68	-74	-81
	25	29	23	16	9	3	-4	-11	-17	-24	-31	-37	-44	-51	-58	-64	-71	-78	-84
	30	28	22	15	8	1	-5	-12	-19	-26	-33	-39	-46	-53	-60	-67	-73	-80	-87
	35	28	21	14	7	0	-7	-14	-21	-27	-34	-41	-48	-55	-62	-69	-76	-82	-89
	40	27	20	13	6	-1	-8	-15	-22	-29	-36	-43	-50	-57	-64	-71	-78	-84	-91
	45	26	19	12	5	-2	-9	-16	-23	-30	-37	-44	-51	-58	-65	-72	-79	-86	-93
	50	26	19	12	4	-3	-10	-17	-24	-31	-38	-45	-52	-60	-67	-74	-81	-88	-95
	55	25	18	11	4	-3	-11	-18	-25	-32	-39	-46	-54	-61	-68	-75	-82	-89	-97
60	25	17	10	3	-4	-11	-19	-26	-33	-40	-48	-55	-62	-69	-76	-84	-91	-98	

Frostbite Times 30 minutes 10 minutes 5 minutes





Assistant Secretary for International Narcotics and Law Enforcement Affairs
David T. Johnson of Georgia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new Assistant Secretary for International Narcotics and Law Enforcement Affairs. Previously, he was deputy chief of mission in London. Before that, he was the U.S. Afghan coordinator. He has been ambassador to the Organization for Security and Cooperation in Europe and also served overseas in Vancouver, Berlin and Ciudad Juarez. He is married and has three children.



U.S. Ambassador to Chad
Louis John Nigro Jr. of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Chad. Previously, he was acting director of Central African Affairs and before that diplomat in residence at the University of Houston and professor of international relations at the U.S. Army War College. His overseas postings include N'Djamena, Conakry, Havana, Port-au-Prince, Rome and Nassau. He is married.



U.S. Ambassador to Vietnam
Michael W. Michalak of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Socialist Republic of Vietnam. Previously, he was the U.S. senior official to the Asia-Pacific Economic Cooperation forum. Before that, he was deputy chief of mission in Tokyo. His other overseas assignments include Sydney, Islamabad and Beijing.



U.S. Ambassador to Yemen
Stephen A. Seche of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Yemen. Previously, he was a visiting fellow teaching public diplomacy at the University of Southern California. Before that, he was chargé d'affaires and deputy chief of mission in Damascus. His other overseas postings include Guatemala, Lima, La Paz, Ottawa and New Delhi. He is married and has three daughters.

* retirements

FOREIGN SERVICE >>>

Brown, R. Douglas
 Cassel, Lynn L.
 DeRoche, Joseph L.
 Dupalo, Robert J.
 Hill, Heide Henrietta
 Marine, Michael W.

Marjenhoff, William
 Ansley
 Rollins, Kathryn D.
 Sharpe, Angela Bartolotta
 Sulaiman, Janifer
 Kennedy

CIVIL SERVICE >>>

Braibanti, Ralph Lynn
 Gibson, Mary E.
 Howard, Weldon

Hurley, Charles P.
 Lykes, Constance E.
 Myers, Walter Kendall

Orbits, Hal N.
 Smith, Vera L.
 Winterowd, Michele D.

E. Avery Adams Jr., 87, a retired Foreign Service officer, died Aug. 8 after a yearlong illness. He lived in Washington, D.C., and was a veteran of World War II. During his 35-year career with the Department, he served overseas in the Middle East, Far East and Africa, and attended the National War College. He retired in 1980.



Ralph A. Booher, 87, a retired Foreign Service officer, died Sept. 21 in Martinez, Ga., after a long illness. He served in the Army Air Corps during World War II. He joined the Department in 1946 and served overseas in Spain, Switzerland, Yugoslavia, Norway, Liberia, Pakistan, Guinea, Cameroon, Singapore, Thailand, Vietnam, Mexico and Laos. After retiring in 1978, he worked as a U.S. embassy contractor in the Philippines until 1991. He enjoyed golf and music.

Kay Gilstrap, 65, a retired Foreign Service officer, died Jan. 18, 2007. She lived in the Washington, D.C., area. During her 38-year career with the Department, she served overseas in Indonesia, Pakistan, Belgium, Kenya, England, Madagascar, India, Botswana, Swaziland, Chad and Somalia. After retiring in 2000, she traveled, supported the arts and became a keen environmentalist who helped safeguard beaches. She was an accomplished writer and poet and loved to paint and design jewelry.



F. Peter Gregorio, 71, a retired Foreign Service officer, died Sept. 26 of cancer. He lived in Burke, Va. He served in the Army before joining the Department in 1962. His overseas assignments included Peru (where he met his Foreign Service wife, Gertrude), Ethiopia, Finland, Morocco, Algeria, West Germany, Egypt and Italy. He retired in 1987.

Kenneth A. Loff, 64, a retired Foreign Service officer, died Nov. 1 of lung cancer in Fredericksburg, Va. He served in the Air Force before joining the Department. In a 30-year career, his overseas postings included Sweden, England, Russia, New Zealand, Guatemala, Germany, South Africa and Zaire. After retirement, he was a company executive. He enjoyed country-and-western music and was a good auctioneer.

Edwin T. Menken, 80, a retired diplomatic courier, died Aug. 19 of natural causes in Windom, Minn. He served in the Marine Corps in Guam and joined the Department in 1959. His overseas postings included Frankfurt, Panama, Manila and Bangkok. He retired in 1991.



Ross Clayton Parr, 81, a retired Foreign Service officer, died April 29 in Great Falls, Va., of complications from a stroke. He served in the Navy during World War II and the Korean War. He joined the Department in 1956 and retired in 1983. His overseas postings included Paris, Taichung, Phnom Penh, Saigon, Hong Kong, Bangkok and Algiers. He enjoyed golf, reading and travel.

David Taylor Paton, 85, a retired Foreign Service officer, died Oct. 9 in Sewickley, Pa. He served in the Navy during World War II and joined the Department in 1951 as a diplomatic courier. He served overseas in France, Germany, Thailand, Panama and for 12 years in Mexico. He was a 32nd-degree Mason.



Arthur M. "Mac" Saddoris, 69, a senior counselor, executive coach and organization development specialist in the Career Development Resource Center, died Oct. 6 of pulmonary failure in Alexandria, Va. He joined the Department in 2002 and reached thousands of employees through individual counseling and coaching, popular workshops and video conferences, all marked by his compassionate creativity.

Battling Slavery

The United States officially removed the stain of slavery from its national flag more than a century ago, but the insidious practice still exists—and thrives—in many parts of the world. One of the Department’s newest offices—the Office to Monitor and Combat Trafficking in Persons—keeps this issue in the public eye by publishing the Secretary’s annual *Trafficking in Persons Report*. It also coordinates federal efforts to combat human trafficking domestically and abroad and emphasizes the three P’s: prosecuting traffickers, protecting and assisting victims, and preventing trafficking wherever possible.

The struggle is daunting—the government estimates that some 800,000 people are trafficked yearly across international borders, and millions more are trafficked within their own countries.

The first rule of intelligence gathering is to get it right; the second rule is to get it right now. Colleagues in the Bureau of Intelligence and Research have followed those rules for 60 years, since part of the Office of Strategic Services was transferred to the State Department shortly after World War II ended. INR permanently opened its doors for business in early 1947, five months before the government created the more celebrated Central Intelligence Agency.

INR quietly compiled a remarkable list of success during those 60 momentous years. An INR analyst prepped President John F. Kennedy for his first television interview after the Cuban missile crisis;



INR analyses during the Vietnam conflict consistently hit the mark; and INR input on the Iraqi nuclear program earned praise from the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction. A prominent Washington newspaper columnist called the bureau “one of Washington’s

hidden jewels.”

Good news for anyone who ever experienced the State Department security clearance blues: The clearance process has been steadily improving over the last three years. Background investigations that averaged a whopping 122 days to complete back in 2004 are now completed in 65 days, and interim clearances may be granted within two weeks. Increased use of automation allows Diplomatic Security’s Office of Personnel Security and Suitability to process 15 percent more cases per year than in 2004 in 40 percent less time—and for \$113 less per case.

That’s remarkable progress for an office that processes more than 25,000 investigations a year and opens an average of 100 new cases every day.

Last but never least, a final salute to our colleagues en route to their final posting: *E. Avery Adams Jr.; Ralph A. Booher; Kay Gilstrap; F. Peter Gregorio; Kenneth A. Loff; Edwin T. Menken; Ross Clayton Parr; David Taylor Paton; and Arthur M. “Mac” Sadoris.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN FEBRUARY

- >>> Civil Service Rotation’s First Year
 - >>> Telework Works
 - >>> Practicing Cultural Diplomacy
 - >>> State’s Crown Jewels—FSNs of the Year
- ... and much more!



Questions? Comments?
statemagazine@state.gov

LIFE AFTER STATE? SOME POST-EMPLOYMENT POSSIBILITIES

DIPLOMAT IN RESIDENCE AT THE "ALL-U-CAN-EAT
CHICK-N-'N-BISKIT BASKET" FAMILY RESTAURANT

HERE'S ANOTHER BATCH OF CHICKEN TENDERS - REMINDS
ME OF MY POSTING IN BORZASZTO STAN, WHERE THEY
CALLED THE FRUIT BATS "CHICKENS OF
THE NIGHT" AND THEY WERE ACTUALLY
PRETTY TENDER, TOO. DIDN'T

USUALLY MAKE YOU SICK IF
YOU DIDN'T EAT THE FEET.

YOU KNOW WHAT
WILL MAKE YOU
REALLY SICK...



DIPLOMATIC COMIC IN RESIDENCE AT THE
CHUCKLE FACTORY COMEDY CLUB

HEY, GREAT TO BE HERE - I JUST FLEW IN FROM
OUAGADOUGOU AND BOY ARE MY
ARMS TIRED! TAKE THE
ECONOMIC SECTION PLEASE!
TWO CONSULAR OFFICERS
AND A NUN WALK
INTO A BAR...



SPECIAL ASSISTANT TO THE ASSISTANT
MANAGER, PETS-R-US

I'VE PREPARED A FORWARD-LEANING
DECISION MEMO ON WHY WE SHOULD ORDER
BULK GERBILS BUT IF YOU WANT A FULL,
SUBSTANTIVE BRIEFING...

UH, MAYBE AFTER
I GO TO ORANGE
JULIUS...



DIPLOMATIC CONSULTANT TO HOLLYWOOD
STUDIO

SURE I CAN TELL YOU HOW AN EMBASSY RUNS -
BUT I WON'T DO NUDITY! UNLESS
IT'S TASTEFUL... OR ESSENTIAL TO THE STORY...
ALSO I'D NEED GOOD LIGHTING...



FREELANCING...



AGGELER 2007



JAN. 2008

January 2008

Wednesday

Thursday

Friday

Happy New Year



U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

Official Business
Penalty for Private Use

PERIODICALS
POSTAGE AND FEES
PAID
DEPARTMENT
OF STATE
ISSN 1099-4165

If address is incorrect, please indicate change. Do not cover or destroy this address label. POSTMASTER: Send changes of address to:

**State Magazine
HR/ER/SMG
SA-1, Room H-236
Washington, DC 20522-0108**